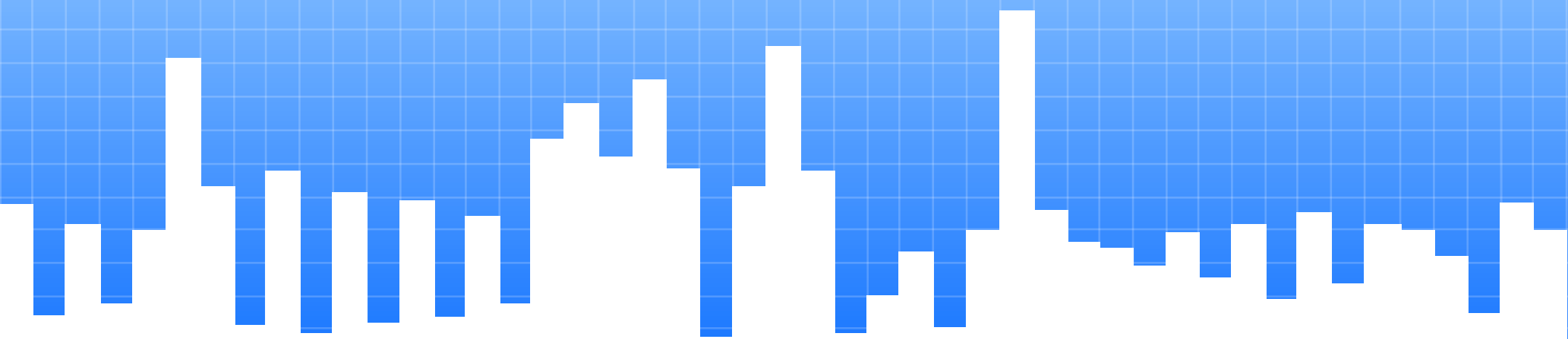




Nonprofit Compensation Report

17TH EDITION · SEPTEMBER 2017



FOREWORD

GuideStar's mission is to revolutionize philanthropy and nonprofit practice by providing information that advances transparency, enables users to make better decisions, and encourages charitable giving. At its Web site, www.guidestar.org, users access information on more than 2,000,000 United States nonprofit organizations.

The *2017 GuideStar Nonprofit Compensation Report* reviews key employee compensation at approximately 96,000 charitable nonprofit organizations. It relies exclusively upon data derived from the GuideStar database of digitized IRS Form 990 information.

© 2017 by GuideStar USA

All rights reserved. No part of this report may be reproduced in any form without written permission of GuideStar USA

GuideStar USA

4801 Courthouse St., Suite 220

Williamsburg, VA 23188

(757) 229-4631

www.guidestar.org

Welcome to the *2017 GuideStar Nonprofit Compensation Report*. This year's report, the 17th in our annual series, is derived from information on more than 135,000 individual positions at more than 96,000 tax-exempt organizations. The executive summary presents findings based not only on this report but also on data for previous years.

The *GuideStar Nonprofit Compensation Report* remains the only large-scale analysis of its kind based entirely on data reported to the IRS. It also continues to be the most comprehensive nonprofit compensation study available.

Accurate, complete, and authoritative information on the nonprofit sector is more important than ever. The Pension Protection Act of 2006 increased the penalties for excessive benefit transactions, including overpayment of nonprofit executives. Meanwhile, Congress, donors, and the media continue to scrutinize nonprofit salaries.

Nonprofits must demonstrate to oversight agencies, grantmakers of all types (government, corporations, and private foundations), and individual donors that the salaries and benefits they offer are justified. They must document their compensation practices and be prepared to help their supporters understand why these practices are appropriate. The *GuideStar Nonprofit Compensation Report* is a valuable tool for achieving these goals.

This volume was conceived, designed, and compiled by Chuck McLean, GuideStar's senior research fellow. We welcome your comments and suggestions. Please e-mail your thoughts to cmclean@guidestar.org.

Thank you for acquiring the *2017 GuideStar Nonprofit Compensation Report*. We look forward to hearing your comments as we plan for the 2018 edition.

Chuck McLean
Senior Research Fellow
August 24, 2017

Compensation by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
\$250 thousand or less							
CEO/Executive Director	13,587	\$47,408	\$21,764	\$30,530	\$43,300	\$58,500	\$76,144
Top Administrative Position	373	\$37,265	\$18,559	\$25,000	\$32,860	\$46,268	\$57,623
Top Business Position	94	\$70,110	\$25,028	\$37,465	\$60,922	\$82,872	\$100,060
Top Development Position	34	\$47,031	\$19,008	\$27,250	\$36,718	\$41,809	\$100,347
Top Education Position	29	\$60,709	\$24,590	\$30,180	\$57,792	\$78,450	\$106,985
Top Facilities Position	12	\$32,523	\$17,056	\$25,390	\$34,500	\$38,541	\$42,002
Top Finance Position	473	\$39,664	\$17,804	\$22,575	\$32,880	\$45,760	\$66,465
Top Legal Position	7	\$60,228	\$31,480	\$33,567	\$41,250	\$82,383	\$110,759
Top Marketing Position	7	\$90,252	\$23,358	\$27,931	\$37,775	\$44,514	\$200,320
Top Operations Position	143	\$41,442	\$19,278	\$25,272	\$35,961	\$44,787	\$69,608
Top PR/Communications Position	6	\$54,899	\$16,994	\$20,408	\$32,140	\$43,863	\$115,564
Top Program Position	204	\$44,297	\$19,825	\$26,736	\$35,956	\$43,589	\$56,063
Top Technology Position	5	\$131,840	\$24,181	\$26,691	\$30,000	\$221,414	\$303,718
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	13,698	\$69,053	\$33,009	\$45,592	\$61,366	\$81,599	\$107,861
Top Administrative Position	446	\$46,908	\$21,500	\$30,070	\$41,525	\$55,188	\$76,085
Top Business Position	207	\$91,114	\$44,563	\$61,384	\$87,313	\$113,771	\$146,792
Top Development Position	37	\$50,372	\$23,400	\$28,000	\$42,183	\$56,223	\$94,624
Top Education Position	69	\$77,272	\$24,836	\$43,026	\$74,568	\$105,431	\$127,769
Top Facilities Position	14	\$36,389	\$22,748	\$29,281	\$33,600	\$42,825	\$47,137
Top Finance Position	609	\$52,336	\$20,592	\$30,686	\$44,400	\$64,884	\$90,412
Top Legal Position	17	\$111,670	\$45,883	\$62,500	\$96,159	\$151,896	\$169,626
Top Marketing Position	5	\$79,314	\$35,802	\$51,256	\$66,000	\$81,273	\$136,034
Top Operations Position	195	\$55,368	\$28,188	\$37,143	\$46,496	\$58,750	\$81,601
Top PR/Communications Position	8	\$42,110	\$29,748	\$30,589	\$40,889	\$47,882	\$54,875
Top Program Position	174	\$49,829	\$29,019	\$37,237	\$45,726	\$59,477	\$71,265
Between \$500 thousand and \$1 million							

Compensation Data by Budget Size and Gender

	Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
\$250 thousand or less								
CEO/Executive Director								
	F	6,721	\$45,789	\$22,271	\$30,935	\$42,750	\$55,916	\$71,000
	M	4,991	\$50,646	\$21,636	\$31,036	\$45,600	\$63,801	\$84,406
	U	898	\$49,260	\$23,258	\$32,059	\$45,000	\$60,640	\$78,196
Top Administrative Position								
	F	213	\$36,672	\$19,084	\$26,019	\$32,730	\$45,000	\$55,506
	M	112	\$37,107	\$17,500	\$22,897	\$32,821	\$47,798	\$59,575
	U	34	\$42,725	\$19,779	\$27,375	\$38,099	\$53,843	\$62,731
Top Business Position								
	F	19	\$51,577	\$17,814	\$22,011	\$29,311	\$37,556	\$53,399
	M	69	\$75,919	\$34,196	\$54,200	\$68,650	\$88,213	\$101,916
Top Development Position								
	F	19	\$48,231	\$16,705	\$26,500	\$38,462	\$41,618	\$88,516
	M	6	\$47,230	\$28,125	\$29,208	\$36,099	\$43,710	\$77,467
	U	5	\$50,364	\$21,742	\$22,454	\$32,000	\$32,500	\$99,158
Top Education Position								
	F	7	\$52,552	\$26,735	\$32,114	\$45,318	\$63,817	\$90,515
	M	20	\$67,030	\$27,405	\$40,660	\$66,116	\$78,764	\$112,735
Top Facilities Position								
	M	9	\$32,198	\$16,721	\$17,560	\$36,000	\$38,782	\$45,260
Top Finance Position								
	F	256	\$38,549	\$17,832	\$22,418	\$31,578	\$43,570	\$58,869
	M	152	\$42,866	\$17,530	\$22,432	\$36,000	\$56,393	\$82,201
	U	38	\$40,493	\$19,349	\$22,356	\$34,045	\$47,122	\$63,380

Compensation by NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
501(c)(14) - State Chartered Credit Unions, Mutual Reserve Funds							
Between \$1 million and \$5 million							
CEO/Executive Director	5	\$143,180			\$129,822		
Greater than \$5 million							
CEO/Executive Director	14	\$398,238		\$243,983	\$350,552	\$459,657	
Top Finance Position	13	\$144,866		\$123,237	\$137,852	\$159,190	
Top Human Resources Position	6	\$148,289			\$148,138		
Top Operations Position	9	\$184,732			\$166,380		
Top Technology Position	6	\$135,438			\$119,100		
Animal-Related							
\$500 thousand or less							
CEO/Executive Director	483	\$43,078	\$20,000	\$28,964	\$40,000	\$51,742	\$68,891
Top Finance Position	21	\$40,258	\$23,857	\$25,000	\$34,944	\$44,103	\$70,000
Top Operations Position	10	\$37,372		\$33,406	\$35,698	\$37,979	
Top Program Position	6	\$33,844			\$35,925		
Between \$500 thousand and \$1 million							
CEO/Executive Director	280	\$65,610	\$32,459	\$44,717	\$61,509	\$78,432	\$101,103
Top Finance Position	13	\$59,041		\$40,000	\$50,798	\$86,076	
Between \$1 million and \$5 million							
CEO/Executive Director	413	\$100,034	\$48,610	\$70,151	\$92,079	\$120,920	\$151,916
Top Administrative Position	17	\$90,796		\$36,436	\$87,582	\$115,000	
Top Development Position	5	\$84,514			\$65,364		
Top Finance Position	40	\$78,705	\$32,232	\$56,168	\$73,823	\$90,613	\$115,384
Top Operations Position	16	\$103,396		\$69,078	\$105,754	\$127,640	
Greater than \$5 million							
CEO/Executive Director	175	\$277,815	\$118,243	\$156,910	\$219,325	\$345,132	\$467,956
Top Administrative Position	15	\$135,232		\$121,398	\$138,128	\$154,884	

Compensation by NTEE Major Group, Budget Size and Gender

	Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
501(c)(14) - State Chartered Credit Unions, Mutual Reserve Funds								
Greater than \$5 million								
CEO/Executive Director								
	F	5	\$462,010			\$394,514		
	M	9	\$362,809			\$306,589		
Top Finance Position								
	M	9	\$145,380			\$136,971		
Top Human Resources Position								
	F	6	\$148,289			\$148,138		
Top Operations Position								
	F	5	\$167,549			\$159,135		
Animal-Related								
\$500 thousand or less								
CEO/Executive Director								
	F	326	\$41,851	\$19,412	\$27,757	\$39,601	\$50,083	\$65,365
	M	100	\$48,488	\$23,012	\$30,746	\$43,783	\$57,628	\$84,001
	U	30	\$43,850	\$21,398	\$35,070	\$46,019	\$51,724	\$60,762
Top Finance Position								
	F	12	\$42,413		\$25,359	\$35,205	\$44,398	
	M	7	\$38,496			\$34,944		
Top Operations Position								
	F	6	\$40,596			\$35,698		
Top Program Position								
	F	5	\$34,243			\$40,000		
Between \$500 thousand and \$1 million								
CEO/Executive Director								
	F	180	\$60,594	\$32,459	\$41,194	\$60,000	\$72,578	\$91,503

Compensation by State and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
\$250 thousand or less							
CEO/Executive Director	214	\$47,436	\$22,613	\$32,483	\$44,372	\$56,055	\$76,163
Top Administrative Position	5	\$46,621			\$32,340		
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	174	\$66,324	\$32,934	\$42,420	\$57,387	\$78,839	\$113,668
Top Business Position	5	\$91,035			\$89,336		
Top Finance Position	8	\$46,043			\$43,860		
Between \$500 thousand and \$1 million							
CEO/Executive Director	154	\$84,423	\$38,538	\$56,227	\$76,794	\$104,121	\$141,929
Top Business Position	10	\$111,590		\$84,214	\$104,547	\$138,888	
Top Finance Position	8	\$59,840			\$57,208		
Between \$1 million and \$2.5 million							
CEO/Executive Director	174	\$105,079	\$48,467	\$64,942	\$87,495	\$123,586	\$173,091
Top Administrative Position	14	\$75,378		\$48,059	\$77,134	\$91,316	
Top Business Position	6	\$98,354			\$82,157		
Top Finance Position	23	\$64,134	\$39,148	\$45,682	\$57,216	\$71,374	\$105,072
Top Operations Position	9	\$64,585			\$62,554		
Between \$2.5 million and \$5 million							
CEO/Executive Director	81	\$140,294	\$60,040	\$85,750	\$125,000	\$153,187	\$232,012
Top Administrative Position	7	\$83,334			\$75,412		
Top Finance Position	15	\$80,375		\$49,296	\$63,750	\$91,963	
Top Operations Position	7	\$79,450			\$76,042		
Between \$5 million and \$10 million							
CEO/Executive Director	75	\$162,930	\$96,739	\$113,022	\$142,132	\$196,471	\$258,342
Top Administrative Position	10	\$133,639		\$112,182	\$127,677	\$174,333	
Top Finance Position	26	\$111,453	\$63,053	\$79,434	\$111,193	\$129,880	\$162,450
Top Operations Position	12	\$118,288		\$95,388	\$107,299	\$141,155	

Compensation by State, Budget Size and Gender

	Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama								
\$500 thousand or less								
CEO/Executive Director								
	F	185	\$50,137	\$25,670	\$35,360	\$45,000	\$58,075	\$81,229
	M	158	\$64,494	\$28,735	\$39,439	\$55,000	\$80,379	\$115,186
	U	27	\$48,807	\$21,686	\$28,663	\$40,000	\$61,651	\$70,303
Top Administrative Position								
	F	5	\$51,499			\$37,722		
Top Business Position								
	M	5	\$91,035			\$89,336		
Top Finance Position								
	M	5	\$45,196			\$38,731		
Between \$500 thousand and \$1 million								
CEO/Executive Director								
	F	74	\$74,557	\$37,524	\$53,136	\$66,899	\$89,438	\$112,654
	M	62	\$94,202	\$42,494	\$62,883	\$86,178	\$133,767	\$158,794
	U	18	\$91,300		\$64,541	\$94,824	\$108,698	
Top Business Position								
	M	8	\$114,675			\$104,547		
Between \$1 million and \$5 million								
CEO/Executive Director								
	F	100	\$90,036	\$42,204	\$62,690	\$85,487	\$110,295	\$139,972
	M	135	\$135,896	\$55,493	\$77,593	\$107,238	\$154,057	\$248,539
	U	20	\$114,898	\$67,910	\$81,101	\$104,941	\$135,833	\$190,369
Top Administrative Position								
	F	8	\$80,348			\$74,554		
	M	13	\$76,604		\$65,097	\$76,947	\$87,253	

Compensation by State, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
Animal-Related							
\$500 thousand or less							
CEO/Executive Director	8	\$37,367			\$38,116		
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	23	\$48,183	\$30,900	\$33,481	\$40,703	\$59,015	\$82,224
Between \$500 thousand and \$1 million							
CEO/Executive Director	6	\$84,231			\$75,011		
Between \$1 million and \$5 million							
CEO/Executive Director	7	\$115,414			\$82,500		
Civil Rights, Social Action, Advocacy							
\$500 thousand or less							
CEO/Executive Director	7	\$47,307			\$52,019		
Community Improvement, Capacity Building							
\$500 thousand or less							
CEO/Executive Director	52	\$70,719	\$33,634	\$42,523	\$60,647	\$87,575	\$116,119
Between \$500 thousand and \$1 million							
CEO/Executive Director	23	\$110,492	\$63,078	\$79,399	\$98,983	\$144,357	\$168,978
Between \$1 million and \$5 million							
CEO/Executive Director	21	\$192,652	\$82,932	\$100,231	\$131,270	\$246,568	\$323,308
Crime, Legal-Related							
\$500 thousand or less							
CEO/Executive Director	21	\$62,670	\$38,739	\$49,448	\$55,000	\$66,557	\$78,919
Between \$500 thousand and \$1 million							
CEO/Executive Director	10	\$98,798		\$58,436	\$87,380	\$114,387	

Compensation by State and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
Animal-Related: Animal Protection & Welfare							
CEO/Executive Director	10	\$48,990		\$27,230	\$41,716	\$64,739	
Arts, Culture and Humanities: Arts & Culture							
CEO/Executive Director	9	\$59,954			\$57,796		
Arts, Culture and Humanities: Museums							
CEO/Executive Director	6	\$105,547			\$113,956		
Arts, Culture and Humanities: Performing Arts							
CEO/Executive Director	10	\$80,399		\$34,060	\$59,744	\$125,625	
Community Improvement, Capacity Building: Business & Industry							
CEO/Executive Director	65	\$116,309	\$42,140	\$57,500	\$87,737	\$127,000	\$207,759
Community Improvement, Capacity Building: Community & Neighborhood Development							
CEO/Executive Director	14	\$83,402		\$46,602	\$69,596	\$102,054	
Community Improvement, Capacity Building: Economic Development							
CEO/Executive Director	10	\$113,837		\$82,650	\$123,959	\$141,520	
Crime, Legal-Related: Legal Services							
CEO/Executive Director	7	\$153,887			\$114,421		
Crime, Legal-Related: Protection Against Abuse							
CEO/Executive Director	16	\$69,475		\$49,663	\$66,059	\$72,761	
Crime, Legal-Related: Rehabilitation Services for Offenders							
CEO/Executive Director	7	\$59,677			\$54,600		
Diseases, Disorders, Medical Disciplines: Birth Defects & Genetic Diseases							
CEO/Executive Director	5	\$68,367			\$70,000		

Compensation by MSA, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Abilene, TX							
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	8	\$47,134			\$42,332		
Human Services – Multipurpose and Other							
Between \$1 million and \$5 million							
CEO/Executive Director	5	\$93,484			\$98,488		
Religion-Related, Spiritual Development							
\$500 thousand or less							
CEO/Executive Director	5	\$39,575			\$32,400		
Akron, OH							
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	5	\$38,755			\$39,520		
Between \$1 million and \$5 million							
CEO/Executive Director	5	\$120,495			\$137,289		
Community Improvement, Capacity Building							
\$500 thousand or less							
CEO/Executive Director	7	\$55,488			\$53,861		
Between \$500 thousand and \$1 million							
CEO/Executive Director	5	\$121,909			\$116,943		
Educational Institutions and Related Activities							
\$500 thousand or less							
CEO/Executive Director	5	\$79,020			\$65,000		

Compensation by MSA and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile
Abilene, TX							
Unknown							
CEO/Executive Director	7	\$102,340			\$54,810		
Akron, OH							
Arts, Culture and Humanities: Performing Arts							
CEO/Executive Director	5	\$52,178			\$50,453		
Community Improvement, Capacity Building: Business & Industry							
CEO/Executive Director	7	\$132,236			\$116,417		
Community Improvement, Capacity Building: Community & Neighborhood Development							
CEO/Executive Director	6	\$121,447			\$109,585		
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	9	\$193,391			\$140,903		
Top Finance Position	5	\$75,902			\$86,992		
Human Services – Multipurpose and Other: Centers to Support the Independence of Specific Population							
CEO/Executive Director	12	\$107,160		\$60,866	\$82,522	\$113,418	
Top Finance Position	5	\$96,400			\$75,932		
Human Services – Multipurpose and Other: Children & Youth Services							
CEO/Executive Director	5	\$77,474			\$72,001		
Human Services – Multipurpose and Other: Family Services							
CEO/Executive Director	5	\$86,579			\$94,389		
Human Services – Multipurpose and Other: Human Services							
CEO/Executive Director	11	\$72,490		\$35,834	\$58,999	\$114,962	

Incumbent Compensation Increases by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
\$250 thousand or less							
CEO/Executive Director	4,624	1.8%	-8.2%	-0.6%	1.2%	6.0%	12.4%
Top Administrative Position	156	1.4%	-8.0%	-0.8%	0.3%	5.3%	11.4%
Top Business Position	40	1.1%	-2.2%	-0.1%	1.2%	3.6%	5.8%
Top Development Position	7	-2.9%			0.0%		
Top Education Position	10	1.8%		0.0%	1.7%	2.8%	
Top Facilities Position	5	2.4%			2.9%		
Top Finance Position	181	2.0%	-10.4%	-0.4%	1.0%	6.4%	14.9%
Top Operations Position	44	2.1%	-14.9%	-4.3%	3.4%	9.1%	16.4%
Top Program Position	52	1.7%	-6.8%	-1.2%	1.6%	4.9%	11.7%
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	8,628	2.9%	-6.2%	0.0%	2.3%	6.9%	13.7%
Top Administrative Position	261	2.8%	-5.3%	0.0%	2.1%	6.3%	11.9%
Top Business Position	123	3.5%	-2.2%	0.4%	2.7%	5.6%	11.3%
Top Development Position	13	-0.1%		-3.2%	0.7%	3.4%	
Top Education Position	37	3.6%	-3.4%	0.8%	3.2%	6.1%	12.9%
Top Facilities Position	9	-2.7%			-0.5%		
Top Finance Position	350	2.0%	-8.5%	-0.8%	1.5%	6.5%	13.8%
Top Legal Position	8	5.7%			4.3%		
Top Operations Position	84	3.4%	-5.9%	-0.3%	3.3%	8.5%	11.4%
Top Program Position	82	3.1%	-7.2%	0.0%	2.8%	7.8%	11.5%
Between \$500 thousand and \$1 million							
CEO/Executive Director	10,201	3.0%	-5.7%	0.0%	2.7%	6.8%	13.1%
Top Administrative Position	359	2.6%	-8.4%	0.0%	3.0%	7.4%	12.3%
Top Business Position	264	3.2%	-1.6%	0.9%	2.7%	5.1%	9.5%
Top Development Position	30	2.4%	-3.6%	0.0%	1.8%	5.5%	7.7%
Top Education Position	59	3.8%	-3.3%	0.2%	3.5%	6.3%	12.9%
Top Facilities Position	15	2.8%		-0.3%	1.2%	5.6%	

Incumbent Compensation Increases by Budget Size and Gender

	Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
\$250 thousand or less								
CEO/Executive Director								
	F	2,521	2.2%	-7.1%	0.0%	1.5%	6.1%	11.7%
	M	1,649	1.3%	-10.4%	-1.9%	0.4%	5.8%	13.5%
	U	425	1.7%	-8.4%	-0.3%	1.3%	5.9%	12.5%
Top Administrative Position								
	F	82	1.2%	-8.1%	-0.7%	0.3%	5.3%	11.0%
	M	57	1.0%	-8.0%	-2.1%	0.0%	5.1%	11.2%
	U	17	3.4%		0.0%	4.8%	7.5%	
Top Business Position								
	F	7	-0.2%			1.1%		
	M	32	1.5%	-1.7%	0.0%	1.3%	3.0%	5.0%
Top Education Position								
	M	5	2.2%			1.6%		
Top Facilities Position								
	M	5	2.4%			2.9%		
Top Finance Position								
	F	98	2.5%	-5.8%	0.0%	1.7%	6.4%	12.9%
	M	67	1.7%	-14.5%	-0.7%	0.1%	6.3%	17.0%
	U	16	0.3%		-1.7%	1.0%	4.7%	
Top Operations Position								
	F	19	1.1%		-5.4%	0.9%	7.4%	
	M	19	3.8%		-1.0%	4.7%	13.8%	
	U	6	-0.1%			4.3%		

Incumbent Compensation Increases by NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
501(c)(14) - State Chartered Credit Unions, Mutual Reserve Funds							
Greater than \$5 million							
CEO/Executive Director	10	4.1%		0.5%	2.4%	11.6%	
Top Finance Position	8	5.4%			5.6%		
Top Operations Position	6	8.0%			8.4%		
Animal-Related							
\$500 thousand or less							
CEO/Executive Director	218	2.8%	-7.7%	0.0%	2.0%	7.2%	13.4%
Top Finance Position	10	3.0%		0.0%	2.3%	4.6%	
Between \$500 thousand and \$1 million							
CEO/Executive Director	183	3.8%	-4.2%	0.0%	3.3%	8.3%	14.5%
Top Finance Position	5	4.0%			2.3%		
Between \$1 million and \$5 million							
CEO/Executive Director	287	3.1%	-5.6%	-0.2%	2.8%	7.3%	12.7%
Top Administrative Position	9	1.2%			0.4%		
Top Finance Position	19	5.3%		0.7%	3.2%	8.4%	
Top Operations Position	7	2.3%			-0.3%		
Greater than \$5 million							
CEO/Executive Director	132	5.0%	-3.6%	0.7%	4.6%	10.3%	17.0%
Top Administrative Position	7	-3.4%			1.2%		
Top Development Position	28	6.4%	-1.5%	1.0%	5.4%	10.7%	18.0%
Top Finance Position	61	6.9%	-1.2%	2.0%	6.8%	11.8%	16.7%
Top Human Resources Position	13	4.8%		-0.4%	4.3%	8.3%	
Top Legal Position	5	7.5%			8.0%		
Top Marketing Position	12	5.6%		0.0%	5.4%	8.2%	
Top Operations Position	33	5.9%	-2.7%	0.8%	5.5%	13.4%	18.7%
Top PR/Communications Position	6	4.9%			4.0%		

Incumbent Compensation Increases by NTEE Major Group, Budget Size and Gender

	Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
501(c)(14) - State Chartered Credit Unions, Mutual Reserve Funds								
Greater than \$5 million								
	CEO/Executive Director							
	M	6	2.3%			1.0%		
	Top Finance Position							
	M	6	6.0%			6.9%		
Animal-Related								
\$500 thousand or less								
	CEO/Executive Director							
	F	153	2.4%	-8.1%	0.0%	1.9%	7.0%	12.0%
	M	45	3.4%	-5.7%	0.0%	2.0%	6.8%	15.2%
	U	19	5.0%		0.0%	3.0%	11.6%	
	Top Finance Position							
	M	6	3.4%			1.6%		
Between \$500 thousand and \$1 million								
	CEO/Executive Director							
	F	114	3.5%	-4.3%	0.0%	3.0%	9.1%	13.7%
	M	56	3.6%	-4.2%	0.0%	2.1%	7.7%	14.4%
	U	13	8.0%		3.4%	4.9%	15.0%	
	Top Finance Position							
	F	5	4.0%			2.3%		
Between \$1 million and \$5 million								
	CEO/Executive Director							
	F	167	4.0%	-2.7%	0.0%	3.5%	7.9%	13.4%
	M	103	1.6%	-9.2%	-0.8%	1.9%	5.0%	11.6%
	U	17	3.7%		-0.6%	0.0%	9.5%	

Incumbent Compensation Increases by NTEE Centile Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Animal-Related: Alliances & Advocacy							
\$250 thousand or less							
CEO/Executive Director	5	-2.5%			-4.0%		
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	6	1.1%			5.3%		
Between \$500 thousand and \$1 million							
CEO/Executive Director	5	4.7%			4.5%		
Between \$1 million and \$2.5 million							
CEO/Executive Director	6	0.3%			0.0%		
Animal-Related: Animal Protection & Welfare							
\$250 thousand or less							
CEO/Executive Director	51	2.3%	-6.8%	0.0%	1.6%	7.4%	11.1%
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	100	3.2%	-4.1%	0.0%	2.1%	6.7%	15.0%
Top Finance Position	9	3.1%			1.8%		
Between \$500 thousand and \$1 million							
CEO/Executive Director	130	4.2%	-4.3%	0.0%	3.0%	9.6%	15.4%
Between \$1 million and \$2.5 million							
CEO/Executive Director	127	3.1%	-3.5%	-0.2%	2.8%	7.6%	12.1%
Between \$2.5 million and \$5 million							
CEO/Executive Director	58	4.0%	-2.1%	0.2%	3.7%	7.9%	12.7%
Top Finance Position	7	3.3%			2.6%		
Between \$5 million and \$10 million							
CEO/Executive Director	43	4.1%	-3.5%	0.8%	3.6%	9.6%	14.6%
Top Development Position	6	4.6%			4.2%		
Top Finance Position	11	4.1%		2.5%	5.9%	7.4%	

Incumbent Compensation Increases by State and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
\$250 thousand or less							
CEO/Executive Director	86	2.5%	-5.4%	0.0%	2.8%	7.1%	11.6%
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	112	1.4%	-7.0%	0.0%	0.4%	4.9%	10.2%
Between \$500 thousand and \$1 million							
CEO/Executive Director	104	2.4%	-5.3%	-0.7%	1.3%	5.2%	10.8%
Top Business Position	8	4.9%			2.6%		
Top Finance Position	7	1.5%			3.0%		
Between \$1 million and \$2.5 million							
CEO/Executive Director	125	2.8%	-4.6%	0.0%	2.0%	6.0%	10.3%
Top Administrative Position	10	0.6%		0.0%	0.9%	2.2%	
Top Finance Position	15	1.5%		-4.4%	1.7%	7.9%	
Between \$2.5 million and \$5 million							
CEO/Executive Director	57	4.0%	-2.6%	0.3%	3.0%	6.0%	12.1%
Top Administrative Position	5	1.5%			0.3%		
Top Finance Position	11	-1.1%		-4.5%	2.5%	4.2%	
Top Operations Position	5	2.5%			3.0%		
Between \$5 million and \$10 million							
CEO/Executive Director	53	3.5%	-3.6%	0.1%	3.0%	6.0%	10.3%
Top Administrative Position	8	4.1%			2.4%		
Top Finance Position	20	6.1%	0.8%	3.5%	4.9%	8.9%	16.4%
Top Operations Position	9	8.8%			4.5%		
Between \$10 million and \$25 million							
CEO/Executive Director	33	4.4%	-4.2%	-1.5%	4.0%	8.5%	12.7%
Top Finance Position	17	5.0%		1.3%	3.2%	6.7%	
Top Operations Position	12	4.1%		1.1%	4.6%	7.1%	

Incumbent Compensation Increases by State, Budget Size and Gender

Gender	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
\$500 thousand or less							
CEO/Executive Director							
F	97	2.2%	-4.1%	0.0%	1.1%	7.1%	11.4%
M	83	1.2%	-8.5%	-0.1%	1.9%	4.8%	10.5%
U	17	3.1%		0.0%	1.7%	6.8%	
Between \$500 thousand and \$1 million							
CEO/Executive Director							
F	52	3.8%	-2.7%	0.0%	2.9%	8.2%	12.5%
M	45	0.6%	-6.3%	-1.8%	0.0%	2.7%	9.2%
U	7	3.4%			3.9%		
Top Business Position							
M	6	3.5%			2.6%		
Between \$1 million and \$5 million							
CEO/Executive Director							
F	75	1.7%	-6.2%	-0.4%	0.8%	5.3%	9.0%
M	93	4.4%	-1.9%	0.8%	3.0%	7.6%	12.3%
U	14	2.8%		-0.3%	1.9%	3.2%	
Top Administrative Position							
F	5	0.2%			0.0%		
M	10	1.3%		0.2%	2.1%	3.9%	
Top Finance Position							
F	14	1.2%		-3.3%	2.6%	6.3%	
M	8	1.9%			1.9%		

Incumbent Compensation Increases by State, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
Animal-Related							
\$500 thousand or less							
CEO/Executive Director	5	-4.2%			0.0%		
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	9	-3.3%			0.0%		
Between \$500 thousand and \$1 million							
CEO/Executive Director	5	1.0%			0.1%		
Community Improvement, Capacity Building							
\$500 thousand or less							
CEO/Executive Director	31	2.2%	-3.3%	0.0%	2.6%	4.9%	9.9%
Between \$500 thousand and \$1 million							
CEO/Executive Director	18	6.3%		2.1%	6.5%	10.3%	
Between \$1 million and \$5 million							
CEO/Executive Director	18	5.6%		0.9%	2.7%	11.8%	
Crime, Legal-Related							
\$500 thousand or less							
CEO/Executive Director	12	4.6%		-0.1%	2.5%	7.5%	
Between \$500 thousand and \$1 million							
CEO/Executive Director	7	2.9%			1.6%		
Diseases, Disorders, Medical Disciplines							
\$500 thousand or less							
CEO/Executive Director	7	-1.5%			4.9%		
Between \$1 million and \$5 million							
CEO/Executive Director	5	2.7%			3.1%		

Incumbent Compensation Increases by State and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
Animal-Related: Animal Protection & Welfare							
CEO/Executive Director	7	-3.9%			-1.4%		
Arts, Culture and Humanities: Performing Arts							
CEO/Executive Director	5	6.7%			4.0%		
Community Improvement, Capacity Building: Business & Industry							
CEO/Executive Director	47	4.7%	-1.8%	0.9%	3.8%	9.6%	12.6%
Community Improvement, Capacity Building: Community & Neighborhood Development							
CEO/Executive Director	7	2.2%			0.5%		
Community Improvement, Capacity Building: Economic Development							
CEO/Executive Director	7	9.8%			7.4%		
Crime, Legal-Related: Legal Services							
CEO/Executive Director	7	2.0%			1.6%		
Crime, Legal-Related: Protection Against Abuse							
CEO/Executive Director	9	4.5%			2.0%		
Crime, Legal-Related: Rehabilitation Services for Offenders							
CEO/Executive Director	5	4.7%			1.2%		
Diseases, Disorders, Medical Disciplines: Birth Defects & Genetic Diseases							
CEO/Executive Director	5	-1.5%			0.0%		
Educational Institutions and Related Activities: Education N.E.C.							
CEO/Executive Director	10	0.1%		-1.2%	0.0%	2.2%	
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	20	3.3%	-0.4%	1.1%	2.9%	6.7%	10.4%

Incumbent Compensation Increases by MSA, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Akron, OH							
Community Improvement, Capacity Building							
Between \$500 thousand and \$1 million							
CEO/Executive Director	5	4.2%			3.9%		
Educational Institutions and Related Activities							
Greater than \$5 million							
CEO/Executive Director	5	2.6%			3.3%		
Housing, Shelter							
Between \$1 million and \$5 million							
CEO/Executive Director	5	3.3%			0.8%		
Human Services – Multipurpose and Other							
\$500 thousand or less							
CEO/Executive Director	10	-0.3%		-7.5%	0.3%	6.4%	
Between \$1 million and \$5 million							
CEO/Executive Director	7	0.6%			0.3%		
Greater than \$5 million							
CEO/Executive Director	7	3.2%			1.3%		
Top Finance Position	6	3.9%			2.4%		
Mental Health, Crisis Intervention							
Greater than \$5 million							
CEO/Executive Director	5	1.5%			-6.4%		
Albany-Schenectady-Troy, NY							
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	6	-1.0%			-0.6%		

Incumbent Compensation Increases by MSA and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile
Akron, OH							
Community Improvement, Capacity Building: Business & Industry							
CEO/Executive Director	7	3.4%				3.7%	
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	6	3.6%				4.0%	
Human Services – Multipurpose and Other: Centers to Support the Independence of Specific Populations							
CEO/Executive Director	7	1.1%				0.3%	
Human Services – Multipurpose and Other: Family Services							
CEO/Executive Director	5	-5.9%				-2.6%	
Human Services – Multipurpose and Other: Human Services							
CEO/Executive Director	6	3.4%				3.7%	
Mental Health, Crisis Intervention: Mental Health Treatment							
CEO/Executive Director	5	7.6%				5.3%	
Albany-Schenectady-Troy, NY							
Community Improvement, Capacity Building: Business & Industry							
CEO/Executive Director	13	2.1%		0.0%		1.0%	5.1%
Community Improvement, Capacity Building: Community & Neighborhood Development							
CEO/Executive Director	8	7.2%				7.2%	
Community Improvement, Capacity Building: Service and Other							
CEO/Executive Director	8	4.4%				5.0%	
Diseases, Disorders, Medical Disciplines: Medical Disciplines							
CEO/Executive Director	5	-0.3%				3.4%	