

Central Indiana Nonprofit Salary Report

Executive and Management Salaries
and Staff Benefits

Fall 2010

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Acknowledgements

To: Central Indiana Nonprofit Leaders
From: Bryan Orander, Charitable Advisors and
Jim Morris, Pendula Consulting

I have recognized the need for this survey for a number of years and am pleased to be a part of gathering and publishing this information as a gift to our nonprofit community and a “Thank You” for your support of Charitable Advisors as we reach our 10 year anniversary of serving the local nonprofit community.

Bryan



Pendula Consulting is grateful to be a partner in this inaugural effort to support, develop, recruit, and retain strong leadership in central Indiana nonprofits. With nine years experience as an Executive Director, I have personally experienced the positive outcomes a survey like this can produce. I hope these results will provide the Indianapolis nonprofit community with a set of valuable tools in attaining and retaining the talent necessary to achieve your missions.

Jim



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We would both like to acknowledge Bob Cross and Denise Luster at United Way of Central Indiana (UWCI) for their assistance in developing our survey questionnaire and the opportunity to combine survey results to provide such a large sample group of nonprofits. We would also like to thank Lisa Weidekamp for her tireless patience and attention to detail in scrubbing and organizing this survey data and Lora Olive for designing and laying out the final report.

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Participating Organizations

We want to express our appreciation to the following organizations who took the time and effort to provide complete responses to this survey. We also thank the agencies of United Way of Central Indiana, whose data is included, in aggregate, but whose names are not listed below.

100 Black Men of Indianapolis
About Special Kids (ASK)
accessABILITY
Adult and Child Center
Affordable Housing Corporation
AgrInstitute
Albert & Sara Reuben Senior and Community Resource Center
Alliance for Health Promotion
Alpha Gamma Delta Foundation
Alpha Sigma Phi Education Foundation
ALS Association-Indiana Chapter
American College of Sports Medicine
American Indian Center of Indiana, Inc.
The American Legion
American Legion Auxiliary National Headquarters
American Pianists Association
The Arc of Indiana
Arthritis Foundation
Arts Council of Indianapolis
Bethany Christian Services
Bicycle Indiana
Blue River Community Foundation
Boone County Community Clinic
Brightwood Community Center, Inc.
Brooke's Place
Business Ownership Initiative of Indiana
Camptown, Inc.
Cancer Support Community
Carmel Clay Public Library Foundation
Center for Interactive Learning and Collaboration (CILC)
Center for the Performing Arts
Center on Philanthropy at Indiana University

Central Indiana Community Foundation (CICF)
Chimney Safety Institute of America
Christel House International
Christian HolyLand Foundation
Church Extension
CICOA Aging & In-Home Solutions, Inc.
Civic Theatre
Coalition for Homelessness Intervention and Prevention
Coburn Place Safe Haven
College Mentors for Kids
Community Action of Greater Indianapolis, Inc.
Community Foundation of Boone County
Conner Prairie Museum, Inc.
Cornea Research Foundation of America
Creating Positive Relationships
Damar Services
Dayspring Center
Desert Rose Foundation, Inc.
Diabetes Youth Foundation of Indiana
Domestic Violence Network
DonorsChoose.org
Dress for Success Indianapolis
Dyslexia Institute of Indiana
Eagle Creek Park Foundation
Exodus Refugee Immigration Inc.
Family Development Services
Federated Campaign Stewards
Feeding Indiana's Hungry, Inc.
Fine Arts Society of Indianapolis
Fletcher Place Community Center, Inc.
Franklin Township Education Foundation
Freetown Village, Inc.
Fresh Start of Indiana, Inc.
Gennesaret Free Clinic

Gleaners Food Bank of Indiana
Global Gifts
Greater Indianapolis Progress Committee
Habitat for Humanity Hamilton County
Habitat for Humanity of Greater Indianapolis
Habitat for Humanity of Johnson County
Hamilton County Area Neighborhood Development, Inc. (HAND)
Hamilton County Leadership Academy
Handi-Capable Hands, Inc.
Harrison Center for the Arts
Hear Indiana
Heartland Truly Moving Pictures
Hendricks College Network
Hendricks County Community Foundation
Hoosier Christian Foundation
Hoosier Environmental Council
The Hoosier Salon Patrons Association, Inc.
Humane Society of Indianapolis
Immigrant Welcome Center
Indiana Addictions Issues Coalition
Indiana Association for Community Economic Development
Indiana Association of United Ways
Indiana Blood Center
Indiana Commission on the Social Status of Black Males
Indiana Grantmakers Alliance
Indiana Juvenile Justice Task Force, Inc.
Indiana Landmarks
Indiana Minority Health Coalition, Inc.
Indiana Natural Resources Foundation
Indiana Network for Higher Education Ministries (INHEM)
Indiana Perinatal Network

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Indiana Recycling Coalition
Indiana Repertory Theatre
Indiana Symphony Society, Inc.
Indianapolis Affiliate of Susan G. Komen for the
Cure
Indianapolis Art Center
Indianapolis Chamber Orchestra
Indianapolis Children's Choir
Indianapolis Downtown, Inc.
Indianapolis Institute for Families, Inc.
Indianapolis Opera
Indianapolis Parks Foundation
Indianapolis Public Schools Education
Foundation
Indianapolis-Marion County Public Library
Foundation
Indy Reads
Indy-east Asset Development
International Center of Indianapolis
International Violin Competition of Indianapolis
Irvington Development Organization
JEWEL Human Services
Jewish Federation of Greater Indianapolis
John P. Craine House Inc.
Joy's House
Kappa Delta Pi Educational Foundation
KEY Consumer Organization, Inc.
Kids Against Hunger-Greenwood, Inc.
King Park Area Development Corporation
Kingsway Community Care Center

Lacy Leadership Association
Leadership Hendricks County, Inc.
The Leukemia & Lymphoma Society
Local Initiatives Support Corporation (LISC)
Mapleton Fall Creek Development Corporation
Muscular Dystrophy Association (MDA)
Meals on Wheels of Hamilton County, Inc.
Meridian Kessler Neighborhood Association
Music for All
My Sister's Place, Inc.
NAMI Indianapolis
National Junior Tennis League of Indianapolis,
Inc.
National MS Society, Indiana Chapter
The Nature Conservancy
Near North Development Corporation
Outreach, Inc.
Partners In Housing
Pathway to Recovery
Peace Learning Center
Percussive Arts Society
Pike Performing Arts Center
Planned Parenthood of Indiana
Prevail, Inc.
ProKids, Inc.
Purpose of Life Ministries
Quest for Excellence
Raphael Health Center
Rebuilding the Wall
RHI Foundation

Richard M. Fairbanks Foundation, Inc.
Riley Area Development Corporation
Riley Children's Foundation
Ronald McDonald House of Indiana, Inc.
Safe Sitter, Inc.
SBC Development Corp
School on Wheels
Shelby Community Health Center
Shepherd Community Center
Southeast Neighborhood Development
Special Olympics Indiana
Storytelling Arts of Indiana
SullivanMunce Cultural Center
TechPoint Foundation
Triangle Education Foundation
Trinity Free Clinic
Trusted Mentors Inc
United North East Community Development
Corporation
United Way of Central Indiana
Warren Arts and Education Foundation
Wesley Manor, Inc.
West Indianapolis Development Corp
Wheeler Mission Ministries, Inc.
Wishard Foundation
Workforce, Incorporated
Y-Press, Inc.
YWCA Indianapolis

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Central Indiana Nonprofit Salary Report

Introduction

Prior to the 2010 Central Indiana Nonprofit Salary Report (CINSS), a comprehensive summary of nonprofit 501c3 salaries and benefits did not exist. United Way of Central Indiana (UWCI) completes a bi-annual salary and benefits survey of its agencies that has primarily been used for UWCI and the agencies internal reference.

Charitable Advisors and Pendula Consulting, consultants based in Central Indiana who concentrate on the nonprofit sector, saw a need to provide the entire nonprofit community with local compensation and benefits data. The consultants conducted their own survey and then combined results with information from United Way of Central Indiana to create this first-ever survey report. The 2010 Central Indiana Nonprofit Salary Survey (CINSS) provides the most comprehensive data to date on Central Indiana nonprofit 501c3 executive management salaries and staff benefits.

Purpose of the Survey

The overall goal was to summarize and interpret salary and benefits data to assist nonprofit boards and executive leadership with decisions surrounding attracting and retaining talent in the Indianapolis region. Charitable Advisors and Pendula Consulting planned, sponsored, and supported the CINSS and development of the final report. This report is being provided at no charge to central Indiana nonprofits and interested parties and will establish a baseline data set to track future trends with CINSS being repeated every two years.

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Executive Summary

There are reported to be over 13,000 nonprofit 501c3 organizations (excluding schools and hospitals) in Central Indiana, defined as Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan and Shelby counties according to the IU Center on Philanthropy's Nonprofit Database. CINSS collected results from a final tally of 180 eligible nonprofit organizations from various segments of the nonprofit sector. Combined with the UWCI agencies data, focused in human services, the CINSS results provide a solid sampling of executive management salary and staff benefits information from 272 nonprofits in the Indianapolis region.

Notable Insights

- 84% of the nonprofits have budgets of less than \$5 million.
- 72% of respondents have less than 30 staff.
- The median salary for the Executive Director/CEO role is \$70,000 across all respondents
- 91% of nonprofits with more than 10 staff offer health insurance to full-time employees; only 64% of nonprofits with less than 10 staff offer this benefit.
- Nearly 70% of nonprofits offer flexible work hours as a supplemental benefit.

Overview of Participating Nonprofits

A total of 272 nonprofit organizations are represented in the final report. Data was derived from 839 total staff positions that were categorized into 12 different executive management categories. In *Figures 1-4* on pages 7 and 8 general information about budget and staff size of participating organizations and the various sectors represented is displayed. The human service sector was the largest nonprofit category represented, in part because of our partnership with United Way, and enabled the human service subcategories to give more detail in this nonprofit sampling.

Figure 1 shows eight nonprofit organization categories. Responding nonprofit organizations were given a choice on the survey to self select their nonprofit classification. Those nonprofits that did not believe they fit into one of the seven nonprofit categories had the option to choose 'Other'.

Figure 1: Primary Service Areas of Participating Organizations

Classification Category	Count	Percent
Human Services	136	50%
Health, Disease, Disorders	35	13%
Community Development	29	11%
Arts, Culture, and Humanities	23	8%
Other	23	8%
Membership Organizations	12	4%
Recreation, Sports, Leisure, Athletics	8	3%
Environmental	6	2%
Grand Total	272	100%

Figure 2: Breakdown of Human Services Organizations

Human Services Subcategory	Count	Percent of Human Services	Percent of All Responses
Youth Development	33	24%	12%
Community or Multi-Service Center	22	16%	8%
Homelessness, Shelter	9	7%	3%
Other	8	6%	3%
Older Adults	8	6%	3%
Alliance/Advocacy Organizations	8	6%	3%
Mental Health, Crisis Intervention	8	6%	3%
Employment, Job Related	8	6%	3%
Disability Services	7	5%	3%
Domestic Violence	7	5%	3%
Food Services, Banks, and Pantries	5	4%	2%
Residential Services	5	4%	2%
Child Day Care	4	3%	1%
Adoption/Foster Care	4	3%	1%
Grand Total	136	100%	100%

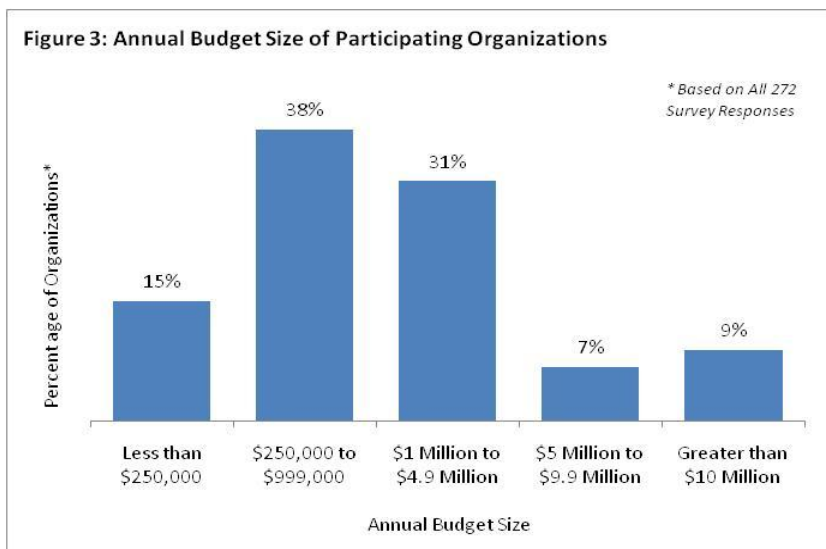
Human services had by far the largest categorical representation. *Figure 2* shows that human services are divided into further subcategories with youth development and community or multi-service center combining for 40% of the total human service subcategories.

Not all nonprofits are created equal. It is also difficult to directly compare nonprofits from differing service areas when assessing salary and benefits. An arts and culture organization has a very different mission and serves in a much different capacity than a human service organization concentrating on homelessness, for example. How do you compare development director salaries then across nonprofit sectors?

One way to make a generalized comparison is to look at budget and staff size regardless of mission and service area.

Budget and staff size are the best two universal indicators that all nonprofit organizations can compare when defining the number of executives and the skill level needed to fulfill the mission.

Figure 3 shows the annual budget sizes of the participating organizations.



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Figure 4: Full and Part-Time Staff Size of Participating Organizations

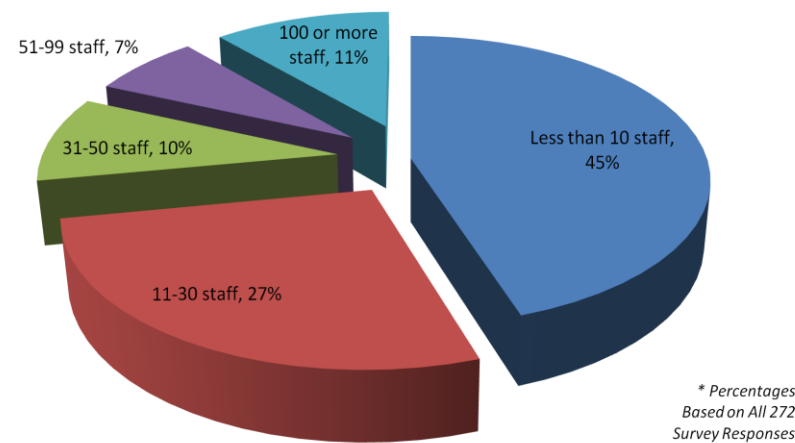


Figure 4 shows staff size of the participating organizations. The Indianapolis region is dominated by the organizations with 30 staff or less at 72%.



Methodology

An open invitation Internet survey was created to gather the information from nonprofit organizations in Marion and the adjoining counties. To communicate the availability of the survey, Charitable Advisors and Pendula Consulting distributed 1000 post cards via two mailings to a list of 500+ nonprofits in the community. Charitable Advisors also promoted the survey several times via its weekly email, the Indianapolis Not-for-Profit News, which reaches more than 10,000 weekly subscribers (www.NotforProfitNews.com). A press release was picked up through the Indianapolis Business Journal (IBJ) in a small story explaining the purpose of the survey.

Charitable Advisors and Pendula Consulting also teamed with other nonprofit organizations with large databases and influence in the nonprofit community to encourage participation. These partners included the Arts Council of Indianapolis, Central Indiana Community Foundation (CICF) and the Local Initiatives Support Corporation (LISC).

We reported the salaries by executive management title, starting with the Executive Director/CEO. Where appropriate, we highlighted the nonprofit sector category. Each position reports the salaries by budgets and number of employees. Categories with less than four responses were not included in the aggregate report to abide by the survey policy of protecting anonymity as promised when requesting information.

The survey tool was developed in collaboration with the research team at United Way of Central Indiana and mirrored much of their survey. Since this was a first-time survey, we decided to limit the salary and benefit data to executive management positions. We chose twelve positions closely aligned to the definitions that UWCI uses for optimal results when combining the two data sets.

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The criteria for being included in the final report included the following guidelines:

- The nonprofit had to be based in Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan and Shelby counties.
- If a nonprofit is a UWCI agency, it was already tabulated through the UWCI 2010 survey.
- Hospitals, schools, colleges/universities and churches were excluded from the survey.
- The survey was to be completed in full.

Cleaning the data

A database expert was hired to clean and organize the survey information. Because an open invitation Internet survey uses a common link instead of unique addresses, the data was carefully reviewed for duplication and completeness. Dozens of responses were removed because they were incomplete. We set the lowest possible salary at \$25,000 with the assumption that any of the information provided below that salary would represent a part-time employee and we were reporting salaries for full-time employees only. Care was also taken in not breaking out detail when there were less than 4 responses in a category.

The final report reflects the responses to the United Way of Central Indiana Survey of member agencies in April of 2010 plus the Charitable Advisors/Pendula Consulting Survey responses from July of 2010.

Central Indiana Nonprofit Salary Report

Salary Overview for All Positions

In *Figure 5*, the table shows all 12 executive management positions. Each position shows the average salary, the minimum or lowest salary for that position, the first quartile of the salary range, the median, the third quartile of salary range and the maximum or highest paid salary for that position. Presenting the salaries in this way provides you with a snapshot of the full range of salaries for each position.

Definitions:

- Count – number of responses for that position
- Average – sum of all responses divided by # of responses (can be distorted by very high or very low salaries)
- Minimum and maximum – lowest and highest responses received for the position.
- First Quartile – greater than 25% of the responses
- Median (also Second Quartile)– same number of responses greater than as less than
- Third Quartile – greater than 75% of the responses

Figure 5: Leadership Salary Summary

Position	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Executive Director/Chief Executive Officer	245	\$82,859	\$30,000	\$57,900	\$70,000	\$95,000	\$315,286
Chief Operating Officer	45	\$81,181	\$33,000	\$55,125	\$66,950	\$101,000	\$191,474
Deputy Director	48	\$64,030	\$35,200	\$48,000	\$59,506	\$75,885	\$148,500
VP/Department/Artistic Director	78	\$66,731	\$29,000	\$48,249	\$61,750	\$80,648	\$154,800
Program Director/Supervisor	113	\$46,319	\$25,000	\$36,400	\$44,280	\$52,500	\$89,526
Chief Financial Officer	55	\$85,055	\$40,000	\$56,000	\$83,200	\$102,408	\$190,000
Controller/Accountant	50	\$54,874	\$25,000	\$45,000	\$53,000	\$65,390	\$85,000
VP/Director of Development	78	\$66,514	\$25,000	\$50,186	\$60,000	\$72,769	\$205,000
VP/Director of Public Relations/Communications	44	\$49,032	\$27,000	\$37,485	\$44,000	\$57,107	\$113,020
VP/Director of Marketing and Development	26	\$62,719	\$25,000	\$39,875	\$60,500	\$80,553	\$124,000
VP/Director of Human Resources	33	\$63,780	\$28,000	\$46,816	\$61,000	\$77,000	\$123,000
VP/Director of Information Systems	24	\$59,040	\$26,000	\$42,458	\$59,000	\$67,575	\$93,000

Central Indiana Nonprofit Salary Report

Executive Director/Chief Executive Officer

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services.

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Executive Director/Chief Executive Officer - Advises, makes recommendations to and assists in formulating policies for the Board of Directors. Implements Board policies and directives. Oversees all agency's daily activities. May represent the agency to the public. Reports to the Board of Directors. May be called Chief Professional Officer (CPO) or President. *245 Organizations Reported Data for this Position*

Figure 7: Executive Director/Chief Executive Officer Salary—By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	117	\$64,583	\$30,000	\$49,900	\$61,200	\$73,000	\$200,000
11-30 staff	64	\$79,893	\$45,200	\$61,500	\$73,488	\$89,697	\$177,040
31-50 staff	23	\$94,859	\$35,000	\$68,562	\$85,000	\$108,250	\$284,200
51-99 staff	15	\$106,043	\$57,900	\$73,500	\$89,000	\$117,582	\$232,544
100 or more	26	\$148,410	\$75,000	\$108,154	\$140,750	\$168,713	\$315,286

Figure 8: Executive Director/Chief Executive Officer Salary—By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than \$250,000	38	\$54,471	\$30,000	\$40,500	\$48,950	\$59,625	\$200,000
\$250,000 to \$999,000	100	\$65,573	\$35,000	\$54,645	\$63,000	\$70,174	\$150,000
\$1 Million to \$4.9 Million	75	\$88,476	\$47,145	\$72,500	\$80,000	\$100,705	\$177,040
\$5 Million to \$9.9 Million	13	\$147,011	\$85,000	\$109,000	\$124,800	\$160,000	\$284,200
Greater than \$10 Million	19	\$164,549	\$98,709	\$127,075	\$155,000	\$182,500	\$315,286

(Continued page 12)

Nonprofit Salary Survey Results

Executive Director/Chief Executive Officer

(Continued from page 11)

Figure 9: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than \$250,000	12	\$45,222	\$32,420	\$39,575	\$43,500	\$49,913	\$62,000
\$250,000 to \$999,000	50	\$62,925	\$35,000	\$55,004	\$62,254	\$68,951	\$95,000
\$1 Million to \$4.9 Million	44	\$83,738	\$47,145	\$69,905	\$79,841	\$90,213	\$177,040
\$5 Million to \$9.9 Million	8	\$135,743	\$100,229	\$108,718	\$119,900	\$142,375	\$232,544
Greater than \$10 Million	11	\$149,744	\$98,709	\$112,500	\$148,217	\$167,475	\$275,400

Figure 10: Health, Disease, Disorders Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than \$250,000	5	\$50,380	\$32,000	\$33,900	\$60,000	\$60,000	\$66,000
\$250,000 to \$999,000	15	\$65,148	\$42,000	\$52,000	\$59,000	\$75,000	\$108,000
\$1 Million to \$4.9 Million	7	\$83,186	\$65,000	\$74,900	\$80,000	\$87,500	\$112,500
Greater than \$10 Million	3	\$220,095	\$155,000	\$172,500	\$190,000	\$252,643	\$315,286

Figure 11: Community Development Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than \$250,000	5	\$48,800	\$43,000	\$46,000	\$50,000	\$50,000	\$55,000
\$250,000 to \$999,000	13	\$64,488	\$47,000	\$55,000	\$66,000	\$70,000	\$83,600
\$1 Million to \$4.9 Million	7	\$87,447	\$65,000	\$67,365	\$73,000	\$87,200	\$165,000

Figure 12: Arts, Culture, and Humanities Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	7	\$55,392	\$36,000	\$42,500	\$50,000	\$57,000	\$102,742
\$1 Million to \$4.9 Million	8	\$107,897	\$79,000	\$96,709	\$107,480	\$122,698	\$135,190

Central Indiana Nonprofit Salary Report

Chief Operating Officer

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Chief Operating Officer - Responsible for the implementation of policies and procedures set by the Chief Executive Officer (CEO). Serves as the acting CEO in the absence of the CEO. May direct the daily activities of one or more of the agency's operating units. May have subordinate area, regional or district managers (Description may overlap with Deputy Director). *45 Organizations Reported Data for this Position*

Figure 13: Chief Operating Officer Salary—By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
11-30 staff	13	\$72,564	\$45,000	\$53,000	\$66,000	\$85,500	\$141,000
31-50 staff	7	\$64,917	\$33,000	\$50,504	\$64,875	\$72,769	\$110,000
51-99 staff	7	\$79,481	\$50,000	\$58,519	\$65,348	\$99,493	\$125,000
100 or more	15	\$101,904	\$47,823	\$71,431	\$100,972	\$117,000	\$191,474

Figure 14: Chief Operating Officer Salary—By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	7	\$50,513	\$33,000	\$47,500	\$50,000	\$56,913	\$61,768
\$1 Million to \$4.9 Million	21	\$65,364	\$43,000	\$53,000	\$65,000	\$71,804	\$101,760
\$5 Million to \$9.9 Million	6	\$106,174	\$71,058	\$89,000	\$107,493	\$122,246	\$141,000
Greater than \$10 Million	11	\$117,261	\$65,000	\$97,893	\$110,000	\$125,926	\$191,474

Figure 15: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	4	\$47,956	\$33,000	\$42,000	\$50,063	\$56,019	\$58,700
\$1 Million to \$4.9 Million	17	\$62,522	\$43,000	\$52,037	\$64,875	\$66,950	\$85,500
\$5 Million to \$9.9 Million	5	\$99,209	\$71,058	\$85,000	\$101,000	\$113,985	\$125,000
Greater than \$10 Million	5	\$101,327	\$65,000	\$94,814	\$100,972	\$114,000	\$131,851

Central Indiana Nonprofit Salary Report

Deputy Director

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Deputy Director - Performs highly advanced (senior-level) policy administration and managerial work. Works closely with the executive director on the day-to-day operations of the agency. May plan, assign, and/or supervise the work of others. May act as executive director in the absence of the executive director (*Description may overlap with COO*). 48 Organizations Reported Data for this Position

Figure 16: Deputy Director By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	12	\$51,616	\$40,000	\$48,000	\$51,500	\$55,388	\$62,000
11-30 staff	16	\$54,237	\$35,200	\$46,013	\$49,919	\$60,875	\$85,000
31-50 staff	5	\$72,517	\$40,000	\$62,584	\$75,000	\$85,000	\$100,000
51-99 staff	4	\$65,838	\$46,110	\$64,253	\$71,120	\$72,705	\$75,000
100 or more	11	\$87,302	\$56,704	\$73,770	\$84,972	\$89,909	\$148,500

Figure 17: Deputy Director By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	15	\$52,059	\$35,200	\$47,175	\$49,838	\$55,926	\$85,000
\$1 Million to \$4.9 Million	19	\$55,895	\$40,000	\$47,055	\$53,000	\$62,292	\$85,000
Greater than \$10 Million	12	\$90,546	\$59,160	\$79,632	\$84,986	\$94,344	\$148,500

Figure 18: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	7	\$48,484	\$35,200	\$47,175	\$48,000	\$49,919	\$62,000
\$1 Million to \$4.9 Million	13	\$59,051	\$40,000	\$48,000	\$60,500	\$68,000	\$85,000
Greater than \$10 Million	8	\$83,510	\$59,160	\$76,890	\$80,246	\$88,635	\$118,129

Central Indiana Nonprofit Salary Report

VP/Department/Artistic Director

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

VP/Department/Artistic Director - Directs various activities of a specific geographical area, program, or division of the agency. May manage staff, programs and/or facilities and work with volunteers and local community leaders. May fundraise on a limited basis. *78 Organizations Reported Data for this Position*

Figure 19: VP/Department Director/Artistic Director By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	16	\$56,370	\$29,000	\$44,483	\$51,000	\$62,025	\$144,000
11-30 staff	24	\$59,065	\$29,600	\$46,500	\$54,000	\$64,752	\$140,000
31-50 staff	10	\$73,999	\$33,000	\$54,085	\$79,700	\$90,000	\$107,000
51-99 staff	7	\$76,983	\$45,000	\$57,500	\$70,669	\$76,707	\$154,800
100 or more	21	\$76,508	\$30,000	\$62,333	\$73,000	\$90,000	\$150,000

Figure 20: VP/Department Director/Artistic Director By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	19	\$51,214	\$29,000	\$40,017	\$50,000	\$58,250	\$90,000
\$1 Million to \$4.9 Million	31	\$58,889	\$30,000	\$46,000	\$56,000	\$70,335	\$107,000
\$5 Million to \$9.9 Million	8	\$86,845	\$54,447	\$60,500	\$74,091	\$105,000	\$154,800
Greater than \$10 Million	18	\$84,535	\$45,070	\$64,986	\$79,900	\$94,358	\$150,000

(Continued page 16)

Central Indiana Nonprofit Salary Report

VP/Department/Artistic Director

(Continued from page 15)

Figure 21: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	8	\$42,096	\$29,600	\$31,425	\$42,585	\$48,500	\$61,500
\$1 Million to \$4.9 Million	15	\$49,378	\$30,000	\$38,088	\$47,000	\$58,000	\$78,231
\$5 Million to \$9.9 Million	5	\$63,992	\$54,447	\$55,000	\$62,333	\$73,000	\$75,182
Greater than \$10 Million	11	\$83,296	\$61,148	\$63,323	\$77,800	\$95,906	\$140,000

Figure 22: Health, Disease, Disorders Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	4	\$49,210	\$37,794	\$47,699	\$52,023	\$53,534	\$55,000

Figure 23: Arts, Culture, and Humanities Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	6	\$73,366	\$51,000	\$55,046	\$72,250	\$84,350	\$107,000

Central Indiana Nonprofit Salary Report

Program Director/Supervisor

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Program Director/Supervisor - Supervises professional staff, clerical employees and/or volunteers in one or more social service program. Plans, develops and coordinates services with all the agency's other activities. Develops program content and is responsible for budget and program integrity. Organizes and leads activities (*Position title may be confused with Direct Service role*). 113 Organizations Reported Data for this Position

Figure 24: Program Director/Supervisor By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	35	\$39,700	\$25,000	\$34,750	\$40,000	\$44,000	\$69,838
11-30 staff	41	\$45,949	\$25,000	\$38,000	\$45,290	\$51,000	\$80,000
31-50 staff	11	\$48,541	\$30,712	\$34,500	\$46,057	\$58,550	\$75,000
51-99 staff	8	\$54,519	\$32,684	\$39,500	\$50,419	\$62,277	\$89,526
100 or more	18	\$55,028	\$28,178	\$47,354	\$52,250	\$64,347	\$83,000

Figure 25: Program Director/Supervisor By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than \$250,000	10	\$34,486	\$25,000	\$27,375	\$35,180	\$41,500	\$43,500
\$250,000 to \$999,000	40	\$40,878	\$25,000	\$33,685	\$40,100	\$46,513	\$80,000
\$1 Million to \$4.9 Million	41	\$47,062	\$28,178	\$40,000	\$45,000	\$53,000	\$70,000
\$5 Million to \$9.9 Million	8	\$57,462	\$38,000	\$48,003	\$53,445	\$63,532	\$89,526
Greater than \$10 Million	14	\$61,769	\$35,455	\$50,375	\$62,056	\$75,365	\$83,000

(Continued page 18)

Central Indiana Nonprofit Salary Report

Program Director/Supervisor

(Continued from page 17)

Figure 26: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	26	\$40,174	\$27,040	\$32,722	\$40,100	\$46,013	\$62,000
\$1 Million to \$4.9 Million	25	\$46,193	\$28,178	\$40,000	\$45,290	\$52,530	\$69,838
\$5 Million to \$9.9 Million	6	\$58,428	\$38,000	\$49,009	\$53,445	\$64,829	\$89,526
Greater than \$10 Million	9	\$59,972	\$35,455	\$49,176	\$64,093	\$75,487	\$83,000

Figure 27: Community Development Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	7	\$38,086	\$25,000	\$35,750	\$37,000	\$42,800	\$47,500
\$1 Million to \$4.9 Million	6	\$48,702	\$39,402	\$44,070	\$45,140	\$52,750	\$63,530

Central Indiana Nonprofit Salary Report

Chief Financial Officer

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Chief Financial Officer - Responsible for developing financial policies and procedures and directing their implementation. May also oversee managers in IT, Facilities, HR and other operational functions (*Position may overlap with Controller*).
55 Organizations Reported Data for this Position

Figure 28: Chief Financial Officer By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	9	\$69,779	\$48,240	\$52,173	\$55,000	\$71,034	\$166,000
11-30 staff	14	\$72,816	\$40,000	\$52,625	\$58,850	\$85,500	\$175,000
31-50 staff	5	\$98,852	\$54,000	\$82,200	\$93,060	\$115,000	\$150,000
51-99 staff	8	\$72,218	\$41,105	\$53,750	\$69,170	\$85,531	\$121,175
100 or more	19	\$103,083	\$62,000	\$85,000	\$100,000	\$111,500	\$190,000

Figure 29: Chief Financial Officer By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	9	\$55,646	\$40,000	\$48,240	\$52,173	\$60,000	\$78,000
\$1 Million to \$4.9 Million	20	\$65,126	\$41,105	\$53,890	\$58,850	\$82,450	\$93,060
\$5 Million to \$9.9 Million	9	\$95,159	\$66,133	\$85,000	\$87,125	\$100,000	\$150,000
Greater than \$10 Million	16	\$115,765	\$69,050	\$97,934	\$107,000	\$125,089	\$190,000

Figure 30: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	5	\$52,915	\$40,000	\$45,900	\$52,173	\$54,500	\$72,000
\$1 Million to \$4.9 Million	11	\$65,934	\$50,000	\$56,000	\$62,000	\$77,117	\$86,000
\$5 Million to \$9.9 Million	5	\$88,887	\$66,133	\$70,000	\$87,125	\$100,000	\$121,175
Greater than \$10 Million	8	\$111,509	\$69,050	\$91,377	\$105,490	\$117,750	\$175,000

Central Indiana Nonprofit Salary Report

Controller/Accountant

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Controller/Accountant - Directs the agency's accounting functions. Develops and maintains planning and budgeting functions. Analyzes and interprets fiscal trends. Prepares financial management reports and procedures (*Controller description may overlap with CFO*). 50 Organizations Reported Data for this Position

Figure 31: Controller/Accountant By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
11-30 staff	13	\$43,750	\$25,000	\$35,700	\$45,800	\$50,000	\$65,000
31-50 staff	8	\$63,809	\$53,000	\$59,313	\$62,760	\$66,875	\$79,700
51-99 staff	7	\$47,577	\$43,203	\$44,500	\$47,061	\$48,700	\$56,375
100 or more	19	\$62,907	\$42,500	\$49,482	\$58,323	\$74,064	\$85,000

Figure 32: Controller/Accountant By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	6	\$33,117	\$25,000	\$27,250	\$33,350	\$38,925	\$41,000
\$1 Million to \$4.9 Million	19	\$51,222	\$37,000	\$45,400	\$48,000	\$58,591	\$66,500
\$5 Million to \$9.9 Million	8	\$63,126	\$44,000	\$49,689	\$62,188	\$75,657	\$85,000
Greater than \$10 Million	17	\$62,751	\$42,500	\$53,000	\$60,000	\$73,439	\$85,000

Figure 33: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	13	\$50,079	\$37,000	\$45,000	\$47,505	\$59,750	\$66,500
\$5 Million to \$9.9 Million	6	\$59,552	\$44,000	\$47,937	\$53,470	\$69,826	\$85,000
Greater than \$10 Million	11	\$60,176	\$42,500	\$48,900	\$55,981	\$72,420	\$84,000

Nonprofit Salary Survey Results

VP/Director of Development

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

VP/Director of Development - Directs and coordinates some or all of the agency's fund-raising programs. Identifies and cultivates funding sources for operating and capital funds. Supervises development staff. Confers with trustees and/or Executive Director about fundraising efforts. 78 Organizations Reported Data for this Position

Figure 34: VP/Director of Development By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	17	\$53,354	\$38,000	\$44,000	\$60,000	\$60,000	\$72,500
11-30 staff	21	\$66,076	\$25,000	\$50,000	\$59,930	\$69,800	\$205,000
31-50 staff	11	\$68,414	\$45,000	\$55,000	\$63,270	\$71,500	\$127,500
51-99 staff	6	\$73,555	\$42,456	\$53,250	\$66,000	\$75,656	\$139,000
100 or more	23	\$73,894	\$29,527	\$59,415	\$68,208	\$81,500	\$143,500

Figure 35: VP/Director of Development By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	18	\$48,794	\$25,000	\$43,329	\$48,125	\$58,000	\$65,000
\$1 Million to \$4.9 Million	32	\$59,568	\$29,527	\$53,250	\$60,000	\$63,453	\$95,260
\$5 Million to \$9.9 Million	12	\$84,656	\$58,830	\$64,166	\$77,438	\$92,500	\$139,000
Greater than \$10 Million	16	\$86,734	\$39,910	\$63,484	\$71,488	\$94,500	\$205,000

(Continued page 22)

Central Indiana Nonprofit Salary Report

VP/Director of Development

(Continued from page 21)

Figure 36: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	8	\$47,955	\$42,000	\$43,563	\$46,375	\$50,500	\$60,000
\$1 Million to \$4.9 Million	17	\$59,902	\$29,527	\$54,000	\$60,000	\$63,000	\$85,000
\$5 Million to \$9.9 Million	6	\$74,561	\$58,830	\$64,247	\$74,438	\$77,719	\$100,000
Greater than \$10 Million	10	\$79,053	\$39,910	\$61,161	\$67,558	\$74,465	\$205,000

Figure 37: Health, Disease, Disorders Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	4	\$55,000	\$45,000	\$52,500	\$57,500	\$60,000	\$60,000

Figure 38: Arts, Culture, and Humanities Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	5	\$71,006	\$60,000	\$63,270	\$64,000	\$72,500	\$95,260

Central Indiana Nonprofit Salary Report

VP/Director of Public Relations/Communications

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

VP/Director of Public Relations/Communications - Develops, coordinates, and administers all public relations and communications policies. Communicates new programs, developments, promotions and other good-will information to the media through written, printed and photographed material. May be responsible for writing speeches. 44 Organizations Reported Data for this Position

Figure 39: VP/Director of Public Relations/Communications By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Less than 10 staff	8	\$40,916	\$30,000	\$37,250	\$40,412	\$44,750	\$52,500
11-30 staff	10	\$40,375	\$27,000	\$35,000	\$38,704	\$46,250	\$56,000
31-50 staff	4	\$73,501	\$35,982	\$57,746	\$72,500	\$88,255	\$113,020
51-99 staff	7	\$46,411	\$37,500	\$39,000	\$44,000	\$52,688	\$60,000
100 or more	15	\$53,830	\$30,000	\$38,220	\$55,000	\$62,840	\$91,000

Figure 40: VP/Director of Public Relations/Communications By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	9	\$39,645	\$27,000	\$35,000	\$38,500	\$44,000	\$56,000
\$1 Million to \$4.9 Million	17	\$43,709	\$30,000	\$35,000	\$38,908	\$44,000	\$113,020
\$5 Million to \$9.9 Million	8	\$53,937	\$37,440	\$46,250	\$58,188	\$62,420	\$65,000
Greater than \$10 Million	10	\$62,605	\$39,000	\$52,158	\$60,651	\$69,600	\$91,000

Figure 41: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$250,000 to \$999,000	5	\$41,861	\$27,000	\$38,000	\$41,304	\$47,000	\$56,000
\$1 Million to \$4.9 Million	11	\$37,926	\$30,000	\$35,140	\$37,500	\$39,760	\$48,000
\$5 Million to \$9.9 Million	6	\$51,083	\$37,440	\$40,750	\$52,688	\$60,594	\$63,680
Greater than \$10 Million	4	\$52,878	\$39,000	\$48,158	\$55,257	\$59,977	\$62,000

Central Indiana Nonprofit Salary Report

VP/Director of Marketing and Development (or Audience Development)

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

VP/Director of Marketing and Development (or Audience Development) - Directs and coordinates all marketing activities, including market research, product development, sales promotion, advertising and market development. 26 Organizations Reported Data for this Position

Figure 42: VP/Director of Marketing and Development/Audience Development By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
11-30 staff	7	\$59,350	\$38,500	\$41,498	\$49,400	\$69,500	\$105,555
31-50 staff	4	\$47,875	\$30,000	\$36,000	\$38,750	\$50,625	\$84,000
100 or more	11	\$77,640	\$37,648	\$63,000	\$76,211	\$91,750	\$124,000

Figure 43: VP/Director of Marketing and Development/Audience Development By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	11	\$51,100	\$30,000	\$37,824	\$39,500	\$57,200	\$105,555
Greater than \$10 Million	11	\$78,035	\$41,995	\$63,000	\$76,211	\$91,750	\$124,000

Figure 44: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	5	\$38,008	\$30,000	\$33,494	\$37,648	\$39,500	\$49,400
Greater than \$10 Million	6	\$73,148	\$41,995	\$48,260	\$70,606	\$91,053	\$117,000

Central Indiana Nonprofit Salary Report

VP/Director of Human Resources

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

VP/Director of Human Resources - Develops and organizes all personnel activities. Implements employee recruitment, selection, compensation, training and development programs. *33 Organizations Reported Data for this Position*

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

Figure 45: VP/Director of Human Resources By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
31-50 staff	5	\$60,680	\$40,000	\$55,000	\$61,000	\$62,400	\$85,000
100 or more	22	\$69,076	\$33,500	\$51,000	\$67,875	\$83,750	\$123,000

Figure 46: VP/Director of Human Resources By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	6	\$45,594	\$33,500	\$41,250	\$45,908	\$47,142	\$61,000
\$5 Million to \$9.9 Million	8	\$57,981	\$40,000	\$52,269	\$59,388	\$66,000	\$72,000
Greater than \$10 Million	17	\$76,663	\$46,420	\$60,215	\$77,000	\$86,000	\$123,000

Figure 47: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	4	\$41,892	\$33,500	\$38,375	\$43,408	\$46,925	\$47,250
\$5 Million to \$9.9 Million	5	\$55,490	\$40,000	\$44,075	\$56,375	\$65,000	\$72,000
Greater than \$10 Million	9	\$72,984	\$54,000	\$60,215	\$69,050	\$86,000	\$104,980

Central Indiana Nonprofit Salary Report

VP/Director of Information Systems/Data Processing

The first two tables, in orange, provide comparison information for all responding organizations based on number of staff and then by budget size. Where sufficient data was received, additional blue tables are provided by primary service area, like arts and human services

Totals of 'Count' may vary slightly from the total organizations reported number due to elimination of categories with less than 4 responses.

VP/Director of Information Systems/Data Processing - Primarily responsible for managing and coordinating the agency's information resources. Coordinates computer operations, computer programming and system design. Supervises staff that handles routine issues, may personally handle major personnel, administrative and data processing problems. Usually requires computer science or related degree. *24 Organizations Reported Data for this Position*

Figure 48: VP/Director of Information Systems/Data Processing By Number of Total Staff

Total Staff	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
11-30 staff	5	\$60,973	\$36,825	\$39,655	\$65,100	\$75,000	\$88,286
51-99 staff	4	\$58,984	\$42,700	\$50,499	\$55,550	\$64,034	\$82,136
100 or more	12	\$60,262	\$37,000	\$54,611	\$60,503	\$62,412	\$87,000

Figure 49: VP/Director of Information Systems/Data Processing By Annual Budget

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
\$1 Million to \$4.9 Million	4	\$56,803	\$36,825	\$36,956	\$51,050	\$70,897	\$88,286
\$5 Million to \$9.9 Million	5	\$60,650	\$42,700	\$53,099	\$56,452	\$58,000	\$93,000
Greater than \$10 Million	12	\$65,569	\$41,730	\$58,750	\$61,553	\$76,784	\$87,000

Figure 50: Human Services Category

Annual Budget	Count	Average	Minimum	First Quartile	Median	Third Quartile	Maximum
Greater than \$10 Million	9	\$62,203	\$41,730	\$60,000	\$61,027	\$63,410	\$82,136

Central Indiana Nonprofit Salary Report

Incentive Compensation

Is it right for you?

The business community has used incentive compensation to motivate and reward employees in certain roles for years. These incentives are designed to attract, motivate, and retain the best talent and ultimately accomplish the important goals and work of the organization. The nonprofit sector has been slow to adopt incentive compensation structures, but usage is on the increase.

“A management incentive award program is based on the premise that senior level staff have a major impact on organizational performance, and that it is in the best interests of the organization in reaching its objectives. Recent studies have found that approximately 25% of Non-Profit organizations offer their key managers the opportunity to earn cash compensation awards in addition to their base salaries. Most of these programs are based on incentives tied to the achievement of performance measures to determine the awards.” (From James E. Rocco Associates, Inc. New York, NY)

In comparison, the Central Indiana Nonprofit Salary Survey shows that approximately 23% of area nonprofits are using some form of incentive compensation plan, with 20% providing some type of incentive compensation to the CEO/Executive Director. The holiday/yearend bonuses and outcome or results-based compensation were the most prevalent. A wide range of organization sizes and areas of service are using incentive compensation plans.

www.CINSS.org

Thoughts to Consider

Our survey did not get into motivations or origination, but it is likely that many of the organizations with incentive compensation systems have board and/or staff leaders with business backgrounds. There are a number of questions that must be considered by any organization exploring an incentive compensation plan:

- Have we clearly defined the expectations of our leaders? We must measure in order to reward.
- Reward the success of the organization or the individual?
- Public, funder, donor perceptions
- Organization culture/internal equity
- Nonprofit staff may have different money motivations – will it change performance?

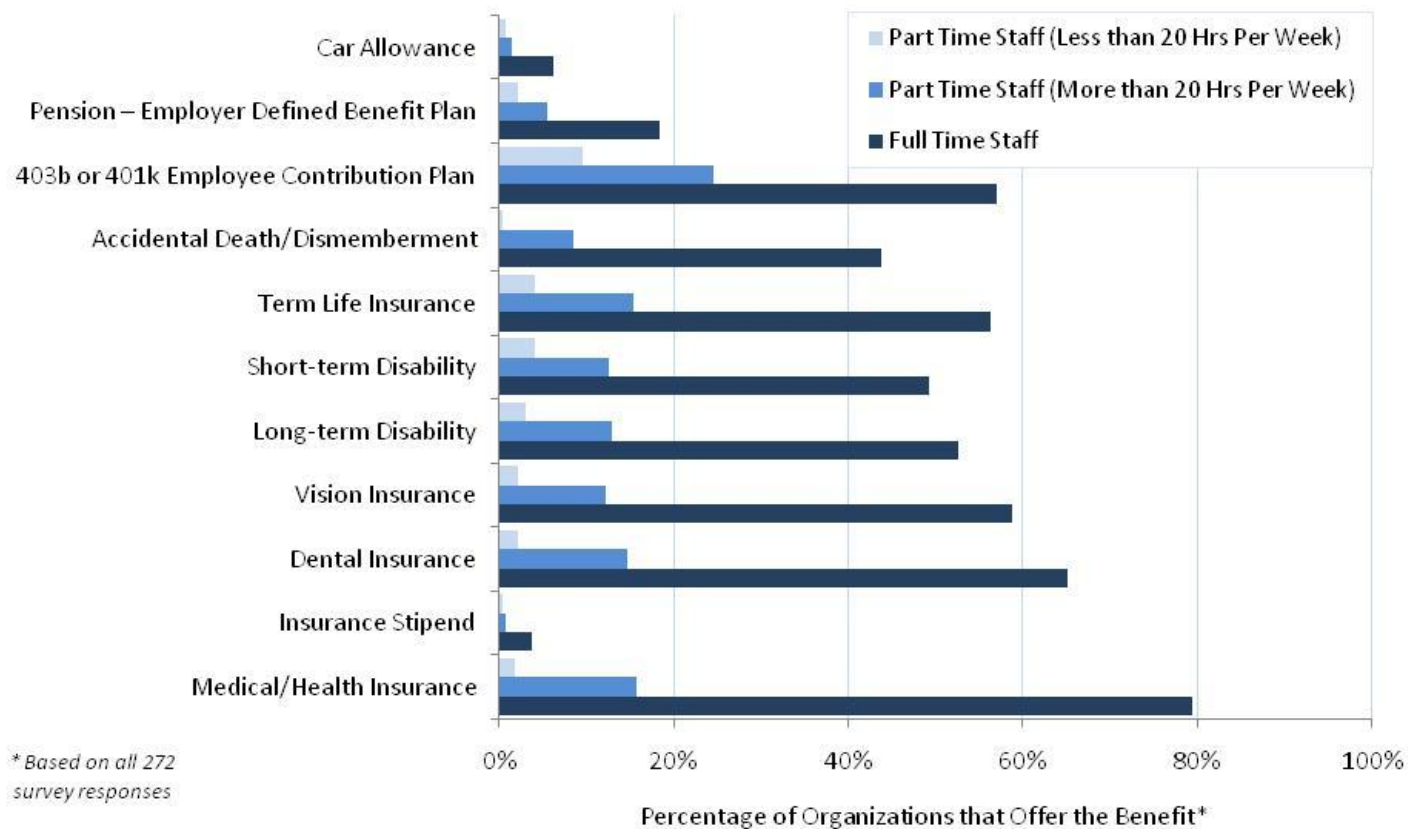
References to James E. Rocco Associates, Inc. a Compensation Consulting Practice based in New York, specializing in working with Non-Profit Organizations. www.jeroccoassociates.com

Central Indiana Nonprofit Salary Report

Benefits

The results of the benefits segment of this survey are summarized on the next several pages and provide insights into how your organization's benefits compare to other nonprofits. Because of inconsistencies in reporting benefit time, we regret that we were unable to provide details on vacation, sick, or personal time off - we have taken that as a lesson learned for the 2012 survey.

Figure 51: Comparison of Benefits Offered to Full and Part-time Staff



Central Indiana Nonprofit Salary Report

Benefits

10 Staff or Less - Benefits Offered

Percentages based on 123 survey responses

Benefits -Full Time	Count	Percent
Medical/Health Insurance	79	64%
Insurance Stipend	8	7%
Dental Insurance	53	43%
Vision Insurance	50	41%
Long-term Disability	44	36%
Short-term Disability	42	34%
Term Life Insurance	47	38%
Accidental Death/Dismemberment	34	28%
403b or 401k Employee contribution plan	45	37%
Pension – Employer defined benefit plan	16	13%
Car allowance	9	7%
Flexible Spending Account	2	2%

Central Indiana Nonprofit Salary Report

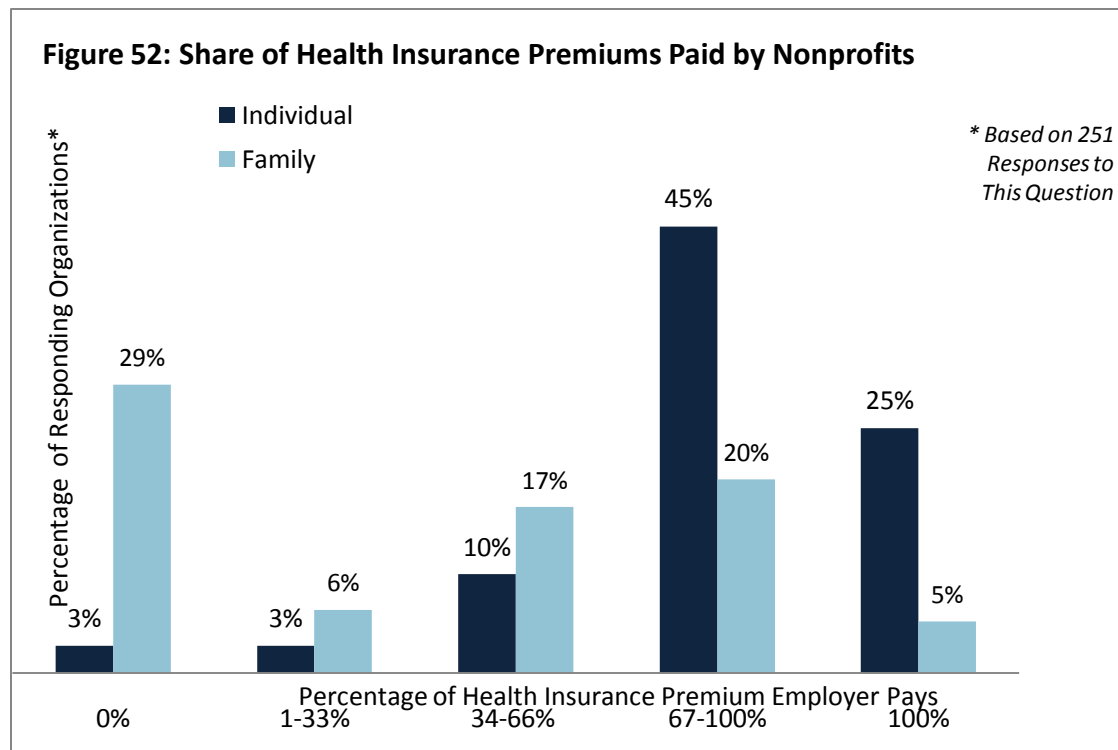
Benefits

Employer 401k or 403b

Responses showed that of the organizations that offer 401k or 403b retirement plans, almost two thirds provide some type of match ranging from 1% to more than 6%.

Medical/Health Insurance

Building on the chart that shows that 80% of nonprofits offer health insurance to full-time staff, we asked how the premiums were split between the employee and the organization.

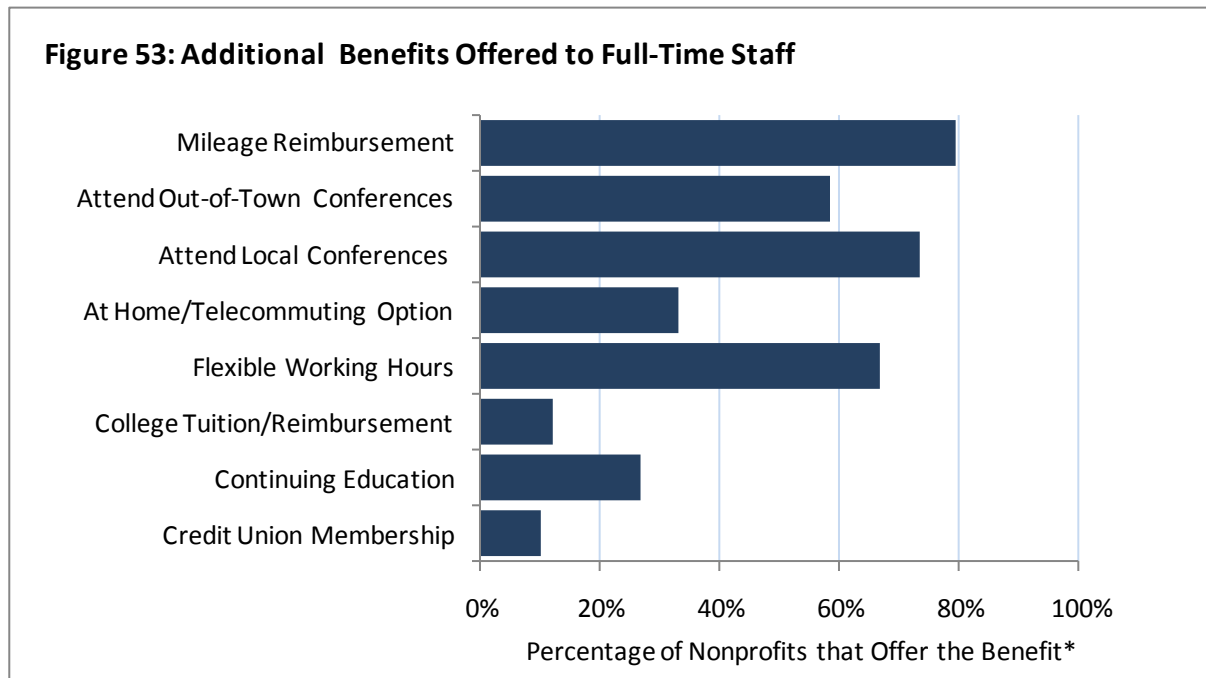


Central Indiana Nonprofit Salary Report

Benefits

Supplemental Benefits

There are many other ways that employers can create a positive work environment.



Paid Time Off (PTO) vs. Vacation/Personal/Illness

In recent years there has been a movement by many organizations to group all time off together into a single category and call it Paid Time Off or PTO. We found that 50% of respondents had moved to a PTO system while 50% still maintained individual categories for benefits.

Applying This Information to Your Organization

“Our People are our most important asset!” We hear this cliché in every management and leadership development context and we know it is true. It takes good people to make a good organization and to produce good results for our clients, patrons, partners, and other stakeholders. But how much time is spent in the typical board meeting talking about staff recruiting, staff training and development, staff retention, or staff compensation? Here is a chance to begin thinking more intentionally about the investments your organization makes in your “most important asset”.

Charitable Advisors and Pendula Consulting want the CINSS results to be discussed and used by every nonprofit in the Central Indiana area. Some nonprofits pay close attention to compensation and benefit packages and have a history of making talent a top priority while other nonprofit organizations could improve their talent attraction and retention practices.

Bryan Orander, President of Charitable Advisors, worked with a small, faith-based nonprofit that determined they were \$15,000/year below a competitive salary for their Executive Director. They set a three year plan to increase his salary by \$5,000 each year - in addition to the normal raise. The board could have continued to balance the budget on his back but felt it important to work toward paying him fairly, in addition to being prepared to pay his eventual successor a market wage.

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Best Practices

Define Your Organization’s Compensation Philosophy

1. **Compensation Philosophy**

Do you have a compensation philosophy? According to the Opportunity Knocks 2010 Retention and Vacancy Report, a competitive job offer was most often cited as the top reason for an employee voluntarily leaving their current position. Ultimately, it is a board-level discussion to define, in general terms, what type of staff the organization needs to succeed and how much those people should be paid. Most specifically, the board typically decides the compensation of the CEO/Executive Director.

2. **Attracting Talent = Key Differentiator**

Your organization’s approach to staff compensation and respect for staff members is a key part of your nonprofits identity in the community and can be a key differentiator in both perceptions and reality of how well you provide your services and attract funding.

3. **Leadership Departure**

Many times the board compensation discussion only arises with the departure of a long-term leader and the realization that the open position cannot be filled with a qualified candidate in the same salary range.

4. **Small Nonprofits Can Benefit**

Using resources like this salary survey, even small nonprofits can begin to make intentional decisions about the desired range of salaries and benefits needed to position the organization to attract and retain the right caliber of leaders to carry out your mission.

5. **More Than Just Money**

Also consider the non-financial components of a compensation package: A flexible work schedule, vacation time, or professional development and training opportunities can make your compensation package more appealing.

Find Additional Data Points for Comparison

The data in this report is best used as one of multiple sources of reference or information when determining your organization's salaries and benefits. You should seek out at least one, if not more, additional sources for comparison.

Suggestions for other sources of information

- National or state associations of nonprofits similar to yours
- Tax return Form 990 data on similar organizations or salary reports from www.Guidestar.org
- HR consultants and Professional Employer Organizations who work in your field
- National directories often purchased by larger nonprofits and businesses

Work Your Way up the Salary Scale

If this is the first time your organization has had a compensation conversation, it is certainly acceptable to set your sights on getting everyone to the salary average or mean for their position for your size organization. Taking a longer view, it can only be positive to aim higher. Since few organizations can make wholesale adjustments in staff salaries, it may take time to bring your salaries closer to market rates.

Raise the Bar/Setting Goals and Expectations

A clear set of expectations tying your organization's outcomes to staff performance can be critically important when attempting to provide a strong social return on investment for your funders and donors. Your conversations around compensation, especially increasing compensation, will naturally be tied to staff performance. Small organizations are notorious for avoiding performance-related discussions in hopes of maintaining a "family" feeling and culture.

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Even large organizations with the advantages of dedicated human resources professionals and management training struggle to define staff expectations and support those staff toward successful accomplishment of those goals. Transitioning to a performance-oriented compensation practice can mean substantial culture shifts within the organization would need to occur, so ensuring the board and key executives are working together to carve out the right system and then communicating that system across the organization in a clear manner is important.

In particular, Charitable Advisors and Pendula Consulting have found that many nonprofits settle on reviewing the staff leader based on that executive's perception by donors or clients or a winning personality with board members. Too few Executive Director/CEO evaluations are based on the success of the organization in reaching its goals and on the staff leader's ability to meet the defined expectations of board, staff, and other stakeholders.

More Perspective on Salary Setting

We found this article to offer practical and concise perspective on nonprofit salaries, specifically for the executive director. (from the Blue Avocado blog)

How Much to Pay the Executive Director?

Board Café, by Jan Masaoka, August 13, 2010

Nonprofit board members are often puzzled when it comes to setting the salary of the executive director. On one hand, we want to keep our talented staff; on the other hand, we know the budget is tight. Some legal and practical guidelines:

It's maddening and ironic that the press focuses on the extremely rare cases of high salaries for nonprofit executives, when salaries in nonprofits are typically 20% - 40% less than their counterparts in foundations, local government, and the business sector. Mistaken public perception that nonprofit salaries are high has even led to New Jersey now limiting the amount of state funds that can be spent on nonprofit executive salaries.

But despite the press, community nonprofit boards are more frequently worried that they are paying their executives too *little*, a feeling shared by many executive directors themselves.

Unfortunately, survey data is often of little use, because of small sample sizes, samples weighted towards universities, and the reality that all surveys show enormous variation in salaries for nonprofits of the same fields and sizes. An example of the inconsistency of data: one recent national survey showed average executive director salary to be \$60,000, while another

reported \$158,000. "Under \$50,000, people aren't going to move," says Karen Beavor of the Georgia Center for Nonprofits, publisher of the online nonprofit jobs site Opportunity Knocks. "But any search at \$100K, \$150K is recruiting from a national pool. Look at a number of surveys, including both national and local."

On the web, salaries for "key employees" who are paid \$100,000 a year or more are posted at www.Guidestar.org in the Forms 990 that U.S. nonprofits (with annual revenues of \$25,000 or more) are required to file. (If the executive is on the board the salary will be in the board section.) In other words, by going to this website anyone can find out the salary of the top staff in most nonprofits.

Legal guidelines

As part of preventing "excess compensation," U.S. federal law (Prop. Regs. Sec. 53.4958-4) notes that nonprofits should pay "reasonable compensation," defined as "an amount as would ordinarily be paid for like services by like enterprises under like circumstances." Not exactly the clearest statement. Regrettably, it's not hard to find law firms that always seem able to discover that the proposed compensation fits these imprecise guidelines. We know one nonprofit with five staff that pays its CEO \$375,000 . . . blessed by an expensive legal report.

In California, nonprofits with non-governmental income of \$2 million or more are now required to have the board approve the salaries of the CEO/executive director as well as that of the CFO. A good idea in any event, but with a median salary of \$75,000 for nonprofits with budgets between \$1 million and \$2.5 million, excess compensation hardly seems like the biggest problem.



Men still get paid more at the same size nonprofit (surprised?)

More disturbing than generally low salaries are the gender differences in salary. Despite the predominance of women in nonprofit executive positions around the country, male executives make significantly more than their female colleagues do. This is true at five of the six sizes of organizations studied. The gender gap is especially wide at agencies with budgets of more than \$5 million. In one study, the average salary nationally for women executives of nonprofits with budgets between \$5 million to \$10 million was \$82,314. At this same budget size, the average salary for men was \$98,739.

Relative to whose salary?

In this era when people discuss their sex lives on TV talk shows, information about salaries is still very, very private. Most of us don't know the salaries of our siblings, our neighbors, our colleagues, our best friends. As a result of such a meager data set, people fall back on our own salaries as the main comparison.

To a board member who makes \$40K a year, paying the executive director \$90K a year seems exorbitant and unnecessary. A board member on the same board who makes \$300K a year may feel that

\$90K is too low to get anybody competent. And to another board member with a government job, the \$90K might seem too high, but this board member hasn't taken into account that she'll get 60% of her salary every year for the rest of her life once she retires . . . while the executive director will get 0 when she retires.

Executive director salaries are often very close to the salaries of other employees, in a phenomenon called "compressed salaries." In contrast to Walmart, where the CEO makes more in an hour than low-level employees make in a year, an executive who makes \$75,000 is often making just twice that of the lowest paid employee.

Why executive directors are so bad at asking for raises

One executive director told us about steeling herself mentally for an upcoming discussion with the board about her salary. She was determined to ask for a 10% raise. But when she got to the meeting, the board told her they were giving her a 25% raise! She was thrilled! But as she was driving home, it hit her: *Now I have to RAISE the money.*

Because the executive director's salary typically acts as a ceiling, keeping the executive director's salary low also serves to keep other salaries low. Executives know that a raise in their own salary of, say, \$10,000, will mean \$50,000 in raises across all other positions . . . \$60,000 more to raise next year.

This question of how much to pay usually arises in one of two quite different settings: when hiring a new executive director and when discussing a raise for a current executive director. When hiring a new ED, boards typically choose a salary designed to attract strong candidates. Later, the same board may end up ignoring salary as a retention tool, and instead focus only on percentage increases.



Some of the objectives and factors to take into consideration:

Competitive: The executive director's salary should make the organization competitive in the market for talent. To where is your executive director most likely to leave? From where are you most likely to recruit your next ED? If the answer is a similar nonprofit, look at the salaries of comparable nonprofits in the area. (But keep in mind that salaries at very similar nonprofits can be different by factors of 10 or more.) If the answer is government, look at the kinds of positions your ED might take, and what salary and benefits are being offered.

Fair internally: The salary is fair in the context of other salaries in the organization. How much are other employees making? How distant or how close a spread do you think is appropriate?

Future-looking and strategic: The ED's salary for the coming year reflects the contribution we expect the ED to make this coming year, not as a reward for past contributions. Performance in the last year gives us the best clues about how well the ED will do next year, but this year's salary is not a reward for last year's work. If an executive is underpaid, recruiting his successor will be more difficult within the budget.

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Even more importantly, if all wages have been kept under a low ceiling, you may find it difficult to recruit and keep a qualified, committed workforce. There are many more reasons than salary why people go to work at a nonprofit, but low salaries narrow the pool of applicants to those who can afford low salaries . . . often inadvertently meaning that only upper middle class people can afford to work there.

Sending a message: The ED's salary should send the appropriate signal to the ED, to the staff, and to others. Words are important, but so is money. Praising an executive director while keeping her compensation flat ends up conveying a message that the board doesn't really value her work. In the same way, giving an inadequate executive a raise while quietly considering her termination sends a mixed signal you may later hear about in a wrongful termination lawsuit.

Don't over-pay a so-so executive because you're a large or prestigious organization. Over-paying a so-so executive can encourage "cooking the books," and an over-paid person will fight more aggressively against termination.



Within the budget: Neither the ED's salary -- or other salaries -- should cause undue financial stress on the organization. The board has a responsibility to keep the total costs of the organization (including the executive director's salary) in an affordable range. Sometimes when hiring a new director it may be appropriate to invest "venture capital" to offer a higher salary. In an experiment by the Neighborhood Investment Corporation, \$5,000 and \$10,000 grants were made to local groups to raise the salary offered to a new executive. The theory was that by offering more, a better qualified person could be hired and such a person could raise enough money to meet the new costs as well as bring up all salaries. In some cases, boards did succeed in hiring at a new level of competence and the model was proven correct. But in other cases, boards still were unable to attract talent with which they were satisfied.

Consider other aspects of compensation: Retirement benefits, an extra week of vacation, dental insurance, or other benefits are important to attracting and keeping talent. "We're even seeing people pay more attention to benefits than to salary," commented Regina Birdsell of the Southern California Center for Nonprofit Management, which maintains a job site and publishes wage and benefits surveys. "Be sure to put retirement benefits, longer vacations, flexible work hours into your job advertisement."

Whatever you pay your executive director, it's a good idea to have the salary reviewed and approved by the board annually, preferably in the context of performance evaluation and the budget for the upcoming year. The simple step of assigning one person to look up the salaries of comparable organizations can set a helpful context for the board.

Given the importance of the executive director to the organization's success, boards often spend very little time thinking about his or her salary, and perhaps even less talking it over with the executive. Setting the top salaries is a strategic choice that boards should not be shy about bringing into the open and discussing with candor.

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National Comparisons

Although it is difficult to directly compare the Indianapolis regional salaries with national compensation data because of variances like the different costs of living and salary structures in various cities, Guidestar recently published its 2010 Nonprofit Compensation Report and the chart below does provide some national composite data context for comparison to our local data.

Annual Budget Size	2010 - National Averages for Nonprofit Compensation						
Title or Role	< \$250K	\$250-500K	\$500K-1 mil	\$1 - 2.5 mil	\$2.5-5 mil	\$5-10 mil	\$10-25 mil
CEO/Executive Director	\$ 41,600.00	\$ 54,692.00	\$ 68,444.00	\$ 87,849.00	\$ 112,639.00	\$ 137,668.00	\$ 173,457.00
COO/Operations Director	\$ 37,074.00	\$ 48,211.00	\$ 59,740.00	\$ 69,585.00	\$ 80,568.00	\$ 98,262.00	\$ 115,722.00
Top Development Position	\$ 41,411.00	\$ 52,650.00	\$ 59,536.00	\$ 67,231.00	\$ 75,784.00	\$ 86,318.00	\$ 109,099.00
Top Program Position	\$ 34,392.00	\$ 48,097.00	\$ 58,734.00	\$ 63,408.00	\$ 70,680.00	\$ 75,938.00	\$ 90,351.00
Top Marketing Position	\$ 32,264.00	\$ 50,760.00	\$ 53,520.00	\$ 65,981.00	\$ 69,142.00	\$ 86,038.00	\$ 99,282.00
Top Financial Position	\$ 30,000.00	\$ 37,784.00	\$ 55,507.00	\$ 65,000.00	\$ 75,676.00	\$ 88,106.00	\$ 109,072.00
Top PR Position	NM	NM	\$ 60,425.00	\$ 68,240.00	\$ 81,010.00	\$ 86,777.00	\$ 109,999.00

Summarized from the Chronicle on Philanthropy (www.Planthropy.com)- October 7, 2010 (Original Data from www.Guidestar.org)

Sources for other salary survey information

[Abbott, Langer](#): offers a range of salary surveys, typical cost around \$250

[Nonprofit Times](#): has an annual issue on nonprofit compensation, but focuses on large national organizations such as the American Cancer Society, the SPCA, and others; information may not be relevant for community-based organizations. Other surveys available at a fee.

Local or state compensation studies on nonprofits are conducted in some areas. The local United Way or community foundation will have the information if there is one. Local business newspapers or the local Chamber of Commerce often conduct local studies on for-profits.

[IRS Instructions for Form 990](#): (with the full language on "reasonable compensation"); see page 68.

Nonprofit Salary Survey Results

Wrap up

We appreciate your time and interest in reviewing this data and sincerely hope that it will empower you and your organization to strengthen and to grow your work in the central Indiana community.

We welcome your input on how this information can be constructively shared and any changes that could produce a better result in our next anticipated cycle in 2012.

If you are a funder or part of an association or conference where you feel the sharing of these results would be constructive, please contact us about presenting.

This first edition of the CINSS was funded solely by Charitable Advisors and Pendula Consulting. For 2012, we will be seeking additional financial sponsors who see both the value of this work to the overall nonprofit community and who might make use of this type of information in their work with clients and customers.



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Nonprofit Salary Survey Results

Consultant/Sponsor Bios



Jim Morris returned to Indiana in 2008 after he and his family had lived in Orlando for 12 years. He has 20 years of for-profit and nonprofit professional experience building successful results in the economic development, community development, arts and culture, and cultural tourism sectors. Prior to starting Pendula Consulting, he spent 11 years in nonprofit executive leadership roles, including nine as an Executive Director. He has an MBA from Rollins College Crummer Graduate School of Business in Orlando, Florida, where he received the coveted Martin Bell Scholarship, which is awarded to a senior-level executive of a nonprofit organization based on leadership qualities, performance, contributions to the community and future career objectives. .

As the principal for Pendula Consulting, Jim has a penchant for guiding small and mid-sized organizations in outcomes-based strategic planning and organizational capacity building. He has a passion for seeing nonprofits maximize the use of their human and financial resources to successfully fulfill their mission.

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Bryan Orander is President of Charitable Advisors and publisher of the Not-for-Profit News. Charitable Advisors is a consulting practice based in Indianapolis that has focused on expanding the capacity of area nonprofits for more than 10 years. The Not-for-Profit News has increased the efficiency of the local nonprofit jobs marketplace by inexpensively posting hundreds of nonprofit openings each year in addition to becoming a key communication channel for nonprofit news, resources, and training.

Bryan works with nonprofits in succession planning and the transition of long-time leaders, in addition to organizational assessment and strategic planning. Bryan formed Charitable Advisors in 2000 after more than 20 years of experience in leadership, management and consulting.

The free Not-for-Profit News began publishing in Indianapolis in 2001 and now has 11,000 weekly subscribers. The Cincinnati edition started in 2008 and is approaching 2,000 subscribers. Subscribe at www.notforprofitnews.com

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