



GUIDESTAR®
Compensation
Report

13TH Edition – September 2013

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 1,600,000 United States nonprofit organizations.

The *2013 GuideStar Nonprofit Compensation Report* reviews key employee compensation practices at approximately 95,000 charitable nonprofit organizations. It relies exclusively upon data derived from the GuideStar database of digitized IRS Form 990 information.

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Welcome to the *2013 GuideStar Nonprofit Compensation Report*. This year's report, the 13th in our annual series, is derived from information on more than 135,000 individual positions at more than 94,000 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 vice president for research. We welcome your comments and suggestions. Please e-mail your thoughts to cmclean@guidestar.org.

Thank you for acquiring the *2013 GuideStar Nonprofit Compensation Report*. We look forward to hearing your comments as we plan for the 2014 edition.

Chuck McLean
Vice President, Research
September 6, 2013

Compensation by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
\$250 thousand or less							
CEO/Executive Director	8,779	\$47,487	\$22,257	\$30,998	\$43,470	\$58,773	\$76,028
Top Administrative Position	315	\$34,597	\$18,253	\$25,102	\$31,800	\$42,386	\$52,646
Top Business Position	77	\$61,946	\$27,653	\$39,000	\$60,526	\$83,374	\$95,831
Top Development Position	25	\$42,558	\$20,383	\$27,185	\$32,500	\$47,781	\$67,979
Top Education Position	27	\$43,751	\$20,663	\$23,626	\$41,600	\$57,647	\$77,052
Top Facilities Position	9	\$35,973			\$35,770		
Top Finance Position	414	\$35,845	\$17,335	\$21,619	\$30,000	\$42,506	\$61,688
Top Legal Position	8	\$69,275			\$47,933		
Top Marketing Position	6	\$38,076			\$37,642		
Top Operations Position	88	\$41,173	\$19,969	\$26,855	\$35,000	\$48,559	\$67,467
Top Program Position	164	\$35,067	\$19,450	\$24,744	\$32,999	\$42,057	\$52,372
Top Public Relations/Communications	6	\$34,583			\$30,500		
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	14,426	\$64,175	\$31,539	\$43,542	\$58,120	\$77,442	\$102,129
Top Administrative Position	582	\$43,717	\$21,628	\$29,000	\$39,903	\$53,698	\$66,167
Top Business Position	253	\$81,945	\$32,643	\$53,161	\$75,678	\$102,024	\$139,701
Top Development Position	51	\$51,150	\$22,000	\$28,814	\$40,000	\$58,849	\$88,986
Top Education Position	57	\$64,410	\$28,792	\$38,863	\$57,335	\$86,296	\$111,145
Top Facilities Position	26	\$34,816	\$18,795	\$23,637	\$31,300	\$43,384	\$51,677
Top Finance Position	767	\$49,579	\$19,660	\$28,717	\$42,000	\$60,000	\$91,441
Top Legal Position	10	\$111,300		\$68,078	\$113,636	\$142,098	
Top Marketing Position	9	\$50,050			\$38,905		
Top Operations Position	209	\$52,249	\$26,240	\$35,093	\$46,200	\$62,089	\$84,376
Top Program Position	237	\$45,833	\$25,225	\$31,487	\$42,000	\$55,625	\$68,000
Top Public Relations/Communications	5	\$39,289			\$29,796		
Top Technology Position	9	\$58,529			\$46,649		
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	4,057	\$45,759	\$23,170	\$31,381	\$42,683	\$55,849	\$71,330
	M	3,006	\$51,005	\$21,969	\$31,927	\$46,526	\$64,254	\$84,597
Top Administrative Position								
	F	174	\$34,484	\$18,247	\$25,014	\$31,103	\$39,999	\$55,056
	M	83	\$34,665	\$19,322	\$25,680	\$31,500	\$44,405	\$51,914
Top Business Position								
	F	8	\$41,536			\$37,033		
	M	57	\$68,855	\$34,075	\$49,408	\$67,485	\$88,094	\$104,262
Top Development Position								
	F	20	\$38,385	\$20,000	\$25,482	\$33,600	\$46,543	\$64,535
Top Education Position								
	F	10	\$30,411		\$21,594	\$25,185	\$40,471	
	M	12	\$51,934		\$34,888	\$50,018	\$63,109	
Top Facilities Position								
	M	5	\$36,279			\$35,770		
Top Finance Position								
	F	207	\$33,498	\$17,342	\$21,000	\$29,894	\$40,955	\$57,825
	M	123	\$40,439	\$18,020	\$23,615	\$32,700	\$48,944	\$77,398
Top Operations Position								
	F	35	\$34,404	\$19,689	\$21,525	\$30,078	\$47,193	\$55,706
	M	28	\$47,096	\$23,700	\$27,753	\$37,534	\$54,943	\$81,850
Top Program Position								
	F	101	\$33,515	\$20,515	\$25,000	\$31,290	\$38,492	\$46,800
	M	26	\$42,805	\$24,000	\$32,999	\$42,010	\$53,313	\$63,061

Compensation by NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
501(c) (4) - Civic Leagues, Social Welfare Organizations, and Local Associations of Employees							
\$500 thousand or less							
CEO/Executive Director	434	\$71,683	\$29,127	\$40,873	\$63,375	\$91,917	\$126,621
Top Administrative Position	26	\$39,455	\$21,861	\$27,522	\$35,445	\$50,485	\$59,956
Top Finance Position	42	\$36,492	\$16,668	\$20,430	\$32,386	\$43,003	\$58,931
Top Operations Position	6	\$58,347			\$48,671		
Between \$500 thousand and \$1 million							
CEO/Executive Director	256	\$102,891	\$40,905	\$65,000	\$89,494	\$127,010	\$175,849
Top Administrative Position	14	\$68,929		\$48,029	\$61,024	\$77,414	
Top Business Position	5	\$80,271			\$64,658		
Top Finance Position	20	\$72,264	\$23,839	\$36,922	\$62,414	\$80,320	\$133,673
Top Operations Position	5	\$83,074			\$59,468		
Between \$1 million and \$5 million							
CEO/Executive Director	366	\$154,572	\$61,273	\$85,831	\$129,948	\$195,145	\$269,764
Top Administrative Position	39	\$102,825	\$59,320	\$71,641	\$100,730	\$125,993	\$164,327
Top Finance Position	50	\$101,478	\$34,851	\$49,438	\$98,128	\$128,292	\$175,612
Top Legal Position	6	\$212,547			\$201,734		
Top Operations Position	23	\$141,326	\$61,198	\$74,463	\$115,206	\$171,876	\$251,460
Greater than \$5 million							
CEO/Executive Director	219	\$478,825	\$120,835	\$167,462	\$253,917	\$449,998	\$828,348
Top Administrative Position	20	\$174,884	\$97,812	\$112,734	\$147,798	\$207,085	\$337,121
Top Business Position	37	\$254,916	\$118,562	\$139,657	\$221,014	\$356,374	\$430,783
Top Development Position	9	\$174,124			\$153,224		
Top Finance Position	137	\$232,910	\$78,632	\$125,023	\$176,546	\$256,075	\$405,753
Top Human Resources Position	21	\$235,806	\$127,395	\$141,909	\$191,663	\$242,961	\$289,478
Top Legal Position	33	\$279,162	\$133,482	\$162,680	\$205,590	\$317,614	\$590,747
Top Marketing Position	25	\$268,327	\$123,195	\$132,629	\$210,397	\$367,865	\$520,204
Top Operations Position	60	\$363,867	\$127,088	\$163,553	\$235,530	\$337,985	\$551,664

Compensation 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	\$49,720			\$47,327		
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	10	\$58,931		\$37,604	\$47,887	\$67,240	
Between \$500 thousand and \$1 million							
CEO/Executive Director	9	\$89,949			\$95,000		
Between \$1 million and \$2.5 million							
CEO/Executive Director	7	\$91,510			\$78,610		
Animal-Related: Animal Protection & Welfare							
\$250 thousand or less							
CEO/Executive Director	80	\$34,491	\$18,730	\$25,150	\$30,000	\$41,799	\$51,742
Top Finance Position	8	\$26,566			\$25,460		

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	151	\$47,521	\$23,877	\$32,186	\$42,908	\$55,138	\$78,000
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	178	\$65,051	\$33,469	\$44,728	\$57,780	\$80,030	\$112,339
Top Administrative Position	8	\$41,132			\$41,761		
Top Business Position	7	\$73,619			\$72,630		
Top Finance Position	7	\$42,375			\$33,750		
Between \$500 thousand and \$1 million							
CEO/Executive Director	165	\$79,092	\$42,097	\$53,847	\$70,000	\$90,000	\$122,198
Top Business Position	10	\$99,512		\$87,696	\$92,133	\$118,299	
Top Finance Position	11	\$54,253		\$27,053	\$41,600	\$70,743	
Between \$1 million and \$2.5 million							
CEO/Executive Director	161	\$95,316	\$49,500	\$62,972	\$82,353	\$115,250	\$156,032
Top Administrative Position	11	\$66,484		\$52,320	\$68,425	\$82,656	
Top Finance Position	27	\$49,171	\$28,213	\$33,109	\$41,200	\$65,307	\$76,339
Top Operations Position	11	\$62,347		\$46,686	\$61,166	\$69,594	
Between \$2.5 million and \$5 million							
CEO/Executive Director	82	\$125,587	\$59,264	\$80,962	\$111,315	\$140,684	\$208,631
Top Administrative Position	5	\$101,813			\$90,962		
Top Finance Position	23	\$72,201	\$37,266	\$54,590	\$64,471	\$73,196	\$113,607
Top Operations Position	7	\$61,717			\$57,023		
Between \$5 million and \$10 million							
CEO/Executive Director	77	\$168,820	\$86,051	\$102,759	\$141,590	\$197,106	\$264,646
Top Administrative Position	8	\$144,052			\$152,986		
Top Development Position	6	\$74,901			\$65,985		
Top Finance Position	28	\$97,998	\$57,558	\$71,871	\$87,166	\$111,941	\$158,188
Top Operations Position	13	\$124,275		\$94,867	\$117,836	\$163,168	

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	142	\$49,590	\$26,204	\$35,164	\$45,529	\$59,403	\$74,806
	M	128	\$66,647	\$30,804	\$42,806	\$59,892	\$83,807	\$119,390
Top Administrative Position								
	F	6	\$36,535			\$34,388		
Top Business Position								
	M	7	\$80,562			\$86,174		
Between \$500 thousand and \$1 million								
CEO/Executive Director								
	F	63	\$64,894	\$33,040	\$48,880	\$65,000	\$75,857	\$85,826
	M	67	\$88,959	\$43,277	\$58,261	\$76,587	\$107,108	\$138,886
Top Business Position								
	M	6	\$100,994			\$92,133		
Top Finance Position								
	F	5	\$37,303			\$33,498		
	M	6	\$68,378			\$64,873		
Between \$1 million and \$5 million								
CEO/Executive Director								
	F	80	\$86,910	\$51,456	\$62,121	\$77,471	\$108,803	\$139,750
	M	122	\$117,488	\$53,145	\$70,217	\$101,495	\$138,534	\$200,530
Top Administrative Position								
	F	6	\$97,106			\$90,624		
	M	7	\$77,993			\$74,422		

Compensation by State, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
501(c) (4) - Civic Leagues, Social Welfare Organizations, and Local Associations of Employees							
Between \$1 million and \$5 million							
CEO/Executive Director	5	\$112,698			\$91,195		
501(c) (5) - Labor, Agricultural, and Horticultural Organizations							
\$500 thousand or less							
Top Business Position	8	\$75,188			\$79,402		
Between \$500 thousand and \$1 million							
CEO/Executive Director	6	\$86,248			\$82,055		
Top Business Position	10	\$99,512		\$87,696	\$92,133	\$118,299	
Top Finance Position	5	\$56,287			\$20,607		
Between \$1 million and \$5 million							
CEO/Executive Director	6	\$108,430			\$66,560		
Top Business Position	5	\$96,575			\$110,987		
Top Finance Position	5	\$78,464			\$76,055		
501(c) (6) - Business Leagues, Chambers of Commerce, Real Estate Boards, Etc.							
\$500 thousand or less							
CEO/Executive Director	59	\$74,877	\$32,238	\$46,689	\$70,251	\$91,529	\$130,529
Between \$500 thousand and \$1 million							
CEO/Executive Director	26	\$128,788	\$77,906	\$85,548	\$102,866	\$139,711	\$198,025
Between \$1 million and \$5 million							
CEO/Executive Director	27	\$191,565	\$118,499	\$131,202	\$167,101	\$208,811	\$294,593
Greater than \$5 million							
CEO/Executive Director	8	\$228,721			\$242,159		

Compensation by State and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
Arts, Culture and Humanities: Arts & Culture							
CEO/Executive Director	8	\$57,289			\$60,022		
Arts, Culture and Humanities: Museums							
CEO/Executive Director	9	\$80,010			\$67,834		
Arts, Culture and Humanities: Performing Arts							
CEO/Executive Director	9	\$82,957			\$65,000		
Arts, Culture and Humanities: Service and Other							
CEO/Executive Director	5	\$79,778			\$45,744		
Community Improvement, Capacity Building: Community & Neighborhood Development							
CEO/Executive Director	11	\$70,799		\$55,035	\$70,000	\$84,097	
Community Improvement, Capacity Building: Economic Development							
CEO/Executive Director	12	\$80,324		\$58,608	\$68,128	\$108,264	
Crime, Legal-Related: Legal Services							
CEO/Executive Director	6	\$140,542			\$106,716		
Crime, Legal-Related: Protection Against Abuse							
CEO/Executive Director	12	\$51,942		\$36,611	\$45,110	\$58,270	
Crime, Legal-Related: Rehabilitation Services for Offenders							
CEO/Executive Director	5	\$62,632			\$59,210		
Educational Institutions and Related Activities: Education N.E.C.							
CEO/Executive Director	11	\$84,315		\$48,500	\$57,100	\$119,700	
Educational Institutions and Related Activities: Educational Services							
CEO/Executive Director	9	\$62,640			\$56,650		

Compensation by MSA, NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Abilene, TX							
Human Services – Multipurpose and Other							
Between \$1 million and \$5 million							
CEO/Executive Director	8	\$80,915			\$71,590		
Akron, OH							
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	6	\$36,657			\$35,500		
Between \$1 million and \$5 million							
CEO/Executive Director	6	\$123,248			\$127,692		
Educational Institutions and Related Activities							
Greater than \$5 million							
CEO/Executive Director	6	\$228,582			\$242,517		
Human Services – Multipurpose and Other							
\$500 thousand or less							
CEO/Executive Director	10	\$51,821		\$40,826	\$51,325	\$66,633	
Between \$1 million and \$5 million							
CEO/Executive Director	10	\$105,807		\$84,024	\$109,099	\$130,326	
Top Finance Position	5	\$69,364			\$69,371		
Greater than \$5 million							
CEO/Executive Director	11	\$170,002		\$104,655	\$130,700	\$220,994	
Top Finance Position	9	\$101,876			\$87,326		
Mental Health, Crisis Intervention							
Greater than \$5 million							
CEO/Executive Director	5	\$159,186			\$158,632		

Compensation by MSA and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile
Abilene, TX							
Human Services – Multipurpose and Other: Residential Care & Adult Day Programs							
CEO/Executive Director	5	\$72,518				\$63,640	
Akron, OH							
Arts, Culture and Humanities: Performing Arts							
CEO/Executive Director	7	\$50,725				\$45,818	
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	8	\$153,696				\$117,279	
Housing, Shelter: Housing Development, Construction & Management							
CEO/Executive Director	5	\$88,010				\$87,421	
Human Services – Multipurpose and Other: Centers to Support the Independence of Specific Population							
CEO/Executive Director	8	\$115,960				\$83,951	
Human Services – Multipurpose and Other: Human Services							
CEO/Executive Director	10	\$81,923		\$47,150	\$64,663	\$121,442	
Human Services – Multipurpose and Other: Residential Care & Adult Day Programs							
CEO/Executive Director	7	\$126,212				\$96,298	
Mental Health, Crisis Intervention: Mental Health Treatment							
CEO/Executive Director	5	\$111,211				\$98,380	
Albany-Schenectady-Troy, NY							
Arts, Culture and Humanities: Museums							
CEO/Executive Director	7	\$54,134				\$47,212	

Incumbent Compensation Increases by Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
\$250 thousand or less							
CEO/Executive Director	1,093	1.1%	-10.1%	-1.8%	0.0%	5.1%	12.3%
Top Administrative Position	19	-0.2%		-1.4%	0.0%	2.8%	
Top Development Position	5	0.3%			0.8%		
Top Education Position	5	1.3%			0.0%		
Top Finance Position	26	2.4%	-6.4%	-0.5%	0.0%	4.5%	15.5%
Top Operations Position	7	3.4%			2.5%		
Top Program Position	8	2.0%			0.1%		
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	5,878	1.7%	-8.7%	-1.3%	1.1%	5.8%	12.4%
Top Administrative Position	113	1.8%	-8.7%	-2.6%	1.0%	5.8%	13.8%
Top Business Position	24	2.6%	-8.6%	-2.6%	1.4%	9.7%	15.5%
Top Development Position	13	2.7%		-2.5%	6.6%	10.0%	
Top Education Position	23	6.5%	0.1%	2.5%	5.0%	11.7%	17.8%
Top Finance Position	162	1.5%	-7.6%	-1.1%	0.3%	5.1%	11.2%
Top Operations Position	59	-0.4%	-15.4%	-2.9%	0.7%	4.0%	9.5%
Top Program Position	89	0.3%	-10.9%	-2.4%	0.3%	4.8%	8.8%
Between \$500 thousand and \$1 million							
CEO/Executive Director	7,806	2.4%	-6.6%	-0.7%	1.7%	6.2%	12.9%
Top Administrative Position	179	2.5%	-5.9%	-0.3%	1.8%	5.7%	11.7%
Top Business Position	78	3.8%	-3.9%	-0.4%	2.8%	8.6%	14.3%
Top Development Position	29	1.7%	-9.2%	-1.3%	0.6%	7.6%	13.6%
Top Education Position	39	3.6%	-4.5%	-1.5%	2.4%	5.9%	18.0%
Top Facilities Position	9	1.4%			0.9%		
Top Finance Position	329	1.9%	-8.3%	-1.4%	2.2%	5.9%	11.9%
Top Legal Position	9	2.6%			1.3%		
Top Operations Position	114	2.4%	-8.9%	-1.2%	2.1%	6.3%	14.7%
Top Program Position	93	1.4%	-7.8%	-1.2%	0.0%	5.9%	11.5%

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	547	1.4%	-8.9%	-1.7%	0.2%	5.2%	12.7%
	M	353	1.1%	-11.8%	-2.1%	0.1%	5.4%	11.9%
Top Administrative Position								
	F	12	-0.6%		-2.9%	0.8%	3.1%	
Top Finance Position								
	F	11	2.6%		-1.6%	0.0%	3.6%	
	M	5	3.1%			0.0%		
Top Program Position								
	F	5	0.1%			0.0%		
Between \$250 thousand and \$500 thousand								
CEO/Executive Director								
	F	2,891	1.7%	-8.3%	-1.0%	1.4%	5.6%	12.0%
	M	1,878	1.5%	-9.3%	-1.5%	0.7%	5.7%	13.0%
Top Administrative Position								
	F	65	2.6%	-7.3%	-2.3%	1.6%	6.0%	14.6%
	M	28	1.3%	-9.4%	-3.1%	0.8%	6.4%	11.1%
Top Business Position								
	F	15	4.9%		-1.1%	3.6%	13.9%	
	M	8	-2.4%			-1.2%		
Top Development Position								
	F	6	2.7%			3.1%		
Top Education Position								
	F	9	6.5%			5.0%		
	M	11	6.5%		2.5%	4.6%	9.1%	

Incumbent Compensation Increases by NTEE Major Group and Budget Size

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
501(c) (4) - Civic Leagues, Social Welfare Organizations, and Local Associations of Employees							
\$500 thousand or less							
CEO/Executive Director	7	4.0%			1.9%		
Between \$500 thousand and \$1 million							
CEO/Executive Director	28	2.1%	-3.7%	-1.0%	0.1%	4.6%	10.1%
Between \$1 million and \$5 million							
CEO/Executive Director	214	3.1%	-5.9%	-1.4%	2.8%	7.9%	14.1%
Top Finance Position	27	0.6%	-8.6%	-2.8%	0.8%	4.5%	5.7%
Top Operations Position	10	3.1%		-2.4%	2.5%	8.7%	
Greater than \$5 million							
CEO/Executive Director	121	3.0%	-6.2%	-1.3%	1.8%	6.9%	15.3%
Top Business Position	10	3.8%		-8.6%	5.6%	15.0%	
Top Development Position	6	1.0%			1.8%		
Top Finance Position	61	4.7%	-3.4%	0.3%	4.8%	6.8%	14.5%
Top Human Resources Position	12	2.4%		-1.3%	5.1%	10.2%	
Top Legal Position	11	4.0%		4.5%	5.2%	6.5%	
Top Marketing Position	11	1.2%		-3.2%	-0.6%	9.0%	
Top Operations Position	22	4.0%	-7.4%	-2.4%	4.0%	8.4%	19.3%
Top Technology Position	18	4.2%		1.8%	5.3%	7.4%	
501(c) (5) - Labor, Agricultural, and Horticultural Organizations							
Between \$500 thousand and \$1 million							
CEO/Executive Director	34	2.2%	-6.2%	-1.0%	1.4%	4.6%	6.2%
Top Business Position	28	5.0%	-1.4%	0.2%	4.2%	8.0%	13.4%
Between \$1 million and \$5 million							
CEO/Executive Director	627	2.5%	-6.1%	-0.3%	2.2%	5.8%	10.6%
Top Administrative Position	13	3.1%		-2.5%	3.5%	6.2%	
Top Business Position	349	3.3%	-3.2%	0.3%	2.9%	6.4%	11.1%

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) (4) - Civic Leagues, Social Welfare Organizations, and Local Associations of Employees							
\$500 thousand or less							
CEO/Executive Director							
M	5	5.5%			3.8%		
Between \$500 thousand and \$1 million							
CEO/Executive Director							
F	8	2.8%			3.9%		
M	18	2.8%		-1.7%	0.0%	4.3%	
Between \$1 million and \$5 million							
CEO/Executive Director							
F	48	3.5%	-3.9%	-1.1%	3.1%	8.4%	15.5%
M	138	3.1%	-6.1%	-1.6%	2.3%	7.8%	14.7%
Top Finance Position							
F	13	0.2%		-5.0%	0.1%	4.6%	
M	9	-0.8%			0.4%		
Top Operations Position							
M	7	0.7%			2.1%		
Greater than \$5 million							
CEO/Executive Director							
F	22	-0.3%	-12.5%	-4.1%	0.9%	3.2%	7.9%
M	90	4.0%	-3.6%	-1.0%	2.1%	7.5%	16.0%
Top Business Position							
M	6	3.8%			4.8%		
Top Development Position							
M	5	-0.1%			1.6%		
Top Finance Position							
F	22	4.9%	0.4%	2.5%	5.2%	6.7%	9.7%
M	36	4.4%	-4.2%	-0.4%	4.0%	8.6%	14.8%

Compensation 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	\$49,720			\$47,327		
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	10	\$58,931		\$37,604	\$47,887	\$67,240	
Between \$500 thousand and \$1 million							
CEO/Executive Director	9	\$89,949			\$95,000		
Between \$1 million and \$2.5 million							
CEO/Executive Director	7	\$91,510			\$78,610		
Animal-Related: Animal Protection & Welfare							
\$250 thousand or less							
CEO/Executive Director	80	\$34,491	\$18,730	\$25,150	\$30,000	\$41,799	\$51,742
Top Finance Position	8	\$26,566			\$25,460		

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	19	5.6%		0.0%	3.8%	8.7%	
Between \$250 thousand and \$500 thousand							
CEO/Executive Director	69	2.5%	-6.7%	0.0%	0.4%	5.6%	16.0%
Between \$500 thousand and \$1 million							
CEO/Executive Director	67	1.7%	-4.6%	-2.0%	0.3%	4.5%	10.0%
Between \$1 million and \$2.5 million							
CEO/Executive Director	111	0.2%	-9.6%	-2.1%	0.0%	3.4%	8.3%
Top Finance Position	8	3.8%			1.4%		
Top Operations Position	5	3.1%			-0.1%		
Between \$2.5 million and \$5 million							
CEO/Executive Director	54	2.5%	-6.2%	0.0%	2.3%	5.8%	8.8%
Top Finance Position	16	5.4%		0.0%	5.0%	10.4%	
Between \$5 million and \$10 million							
CEO/Executive Director	47	2.6%	-4.9%	0.0%	2.0%	6.7%	11.7%
Top Finance Position	17	3.5%		0.7%	1.8%	7.5%	
Top Operations Position	7	-0.5%			0.1%		
Between \$10 million and \$25 million							
CEO/Executive Director	30	2.1%	-1.0%	0.0%	1.9%	4.6%	7.3%
Top Finance Position	12	6.7%		3.7%	5.0%	6.8%	
Top Operations Position	6	6.4%			7.0%		
Between \$25 million and \$50 million							
CEO/Executive Director	20	3.9%	-2.3%	0.5%	3.0%	6.7%	11.0%
Top Finance Position	10	5.1%		1.8%	2.8%	9.6%	
Greater than \$50 million							
CEO/Executive Director	18	2.9%		-3.5%	4.6%	10.7%	

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	40	3.2%	-0.7%	0.0%	1.7%	4.8%	15.4%
	M	39	2.9%	-7.4%	-1.3%	0.4%	7.8%	17.8%
Between \$500 thousand and \$1 million								
CEO/Executive Director								
	F	24	0.4%	-6.0%	-2.3%	0.0%	3.2%	7.7%
	M	25	2.9%	-6.1%	-1.2%	1.0%	8.9%	15.6%
Between \$1 million and \$5 million								
CEO/Executive Director								
	F	59	1.4%	-5.3%	0.0%	0.9%	4.4%	8.6%
	M	79	0.6%	-9.9%	-2.0%	0.1%	4.5%	8.5%
Top Finance Position								
	F	12	3.1%		-0.1%	1.5%	7.0%	
	M	8	4.6%			2.9%		
Greater than \$5 million								
CEO/Executive Director								
	F	18	5.7%		0.3%	3.1%	10.2%	
	M	85	1.8%	-6.5%	0.0%	2.0%	6.1%	9.0%
Top Administrative Position								
	F	5	6.1%			5.3%		
Top Finance Position								
	F	16	2.9%		0.9%	3.9%	5.3%	
	M	22	4.8%	-2.8%	1.7%	3.3%	9.6%	15.3%
Top Human Resources Position								
	F	5	7.1%			6.0%		

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

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
501(c) (6) - Business Leagues, Chambers of Commerce, Real Estate Boards, Etc.							
Between \$1 million and \$5 million							
CEO/Executive Director	19	0.3%		-4.9%	2.0%	4.1%	
501(c)(12) - Benevolent Life Insurance Associations, Mutual Ditch or Irrigation Companies, Mutual or Cooperative Telephone Companies, Etc.							
Greater than \$5 million							
CEO/Executive Director	22	3.1%	-0.4%	0.8%	2.9%	6.0%	8.5%
Top Finance Position	7	6.4%			5.3%		
Top Operations Position	5	-1.8%			4.7%		
501(c)(14) - State Chartered Credit Unions, Mutual Reserve Funds							
Between \$1 million and \$5 million							
CEO/Executive Director	13	1.4%		-2.3%	1.1%	8.5%	
Greater than \$5 million							
CEO/Executive Director	7	7.9%			8.8%		
Top Finance Position	6	7.5%			6.5%		
Top Operations Position	8	4.2%			5.8%		
Top Technology Position	5	7.8%			3.6%		
Arts, Culture and Humanities							
\$500 thousand or less							
CEO/Executive Director	9	3.6%			0.4%		
Between \$500 thousand and \$1 million							
CEO/Executive Director	5	-0.2%			1.0%		
Between \$1 million and \$5 million							
CEO/Executive Director	5	-1.8%			0.6%		

Incumbent Compensation Increases by State and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
Alabama							
Arts, Culture and Humanities: Performing Arts							
CEO/Executive Director	8	1.1%			0.7%		
Community Improvement, Capacity Building: Economic Development							
CEO/Executive Director	6	1.1%			0.2%		
Crime, Legal-Related: Legal Services							
CEO/Executive Director	5	2.9%			2.1%		
Educational Institutions and Related Activities: Education N.E.C.							
CEO/Executive Director	5	4.1%			3.8%		
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	18	-0.6%		-3.1%	0.0%	2.8%	
Educational Institutions and Related Activities: Higher Education							
CEO/Executive Director	7	2.9%			2.5%		
Educational Institutions and Related Activities: Service and Other							
CEO/Executive Director	6	2.6%			1.6%		
Health – General and Rehabilitative: Ambulatory & Primary Health Care							
CEO/Executive Director	11	4.7%		0.7%	2.5%	7.1%	
Health – General and Rehabilitative: Hospitals							
CEO/Executive Director	7	-0.9%			-4.8%		
Top Finance Position	5	5.3%			2.9%		
Housing, Shelter: Housing Development, Construction & Management							
CEO/Executive Director	8	2.5%			0.4%		
Housing, Shelter: Temporary Housing							
CEO/Executive Director	5	5.5%			8.3%		

Incumbent Compensation Increases by MSA and NTEE Decile Group

	Count	Average	10th Percentile	25th Percentile	50th Percentile	75th Percentile	90th Percentile
Akron, OH							
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	7	5.5%				3.4%	
Human Services – Multipurpose and Other: Centers to Support the Independence of Specific Populations							
CEO/Executive Director	6	3.5%				3.6%	
Human Services – Multipurpose and Other: Human Services							
CEO/Executive Director	7	1.3%				0.1%	
Human Services – Multipurpose and Other: Residential Care & Adult Day Programs							
CEO/Executive Director	5	2.4%				2.1%	
Albany-Schenectady-Troy, NY							
Community Improvement, Capacity Building: Community & Neighborhood Development							
CEO/Executive Director	5	7.4%				7.7%	
Educational Institutions and Related Activities: Elementary & Secondary Schools							
CEO/Executive Director	16	4.9%		0.6%	1.7%		5.9%
Top Finance Position	5	5.0%				0.9%	
Educational Institutions and Related Activities: Higher Education							
CEO/Executive Director	6	3.0%				2.9%	
Health – General and Rehabilitative: Hospitals							
Top Finance Position	5	2.3%				2.7%	
Housing, Shelter: Housing Development, Construction & Management							
CEO/Executive Director	12	-0.1%		-2.2%	2.8%		4.8%