

Northeast Indiana Nonprofit Salary Survey

2022



Northeast Indiana Nonprofit Leaders,

THE PAST TWO YEARS HAVE CHANGED the way that nonprofits work and the way that many staff think about their roles. ATTRACTING AND RETAINING TALENT has become even more critical. Added inflation pressures, beginning in late 2021, have nonprofits scrambling to compete for employees, adding more flexible schedules, focusing on mental health and well-being, and beginning or enhancing their strategies around DEIA (Diversity, Equity, Inclusion, and Access).

If you accept the premise that better human resource management practices are of vital importance to face the challenges of our communities' futures, it becomes clear that long-term sustainability and staff retention with competitive wages are inextricably linked. Some organizations' responses are to do more job advertising while others are adding HR staff, outsourcing more staff

recruiting, and/or seeking ways to expand compensation and benefits. This is the fourth edition of the Northeast Indiana Nonprofit Salary Survey, brought to you by the Community Foundation of Greater Fort Wayne, United Way of Allen County, and the Alliance for Human Services of Northeast Indiana builds on past reports from 2012, 2014, and 2019. This survey covers sixteen of the common leadership, administrative, and program positions with responses from 153 area nonprofits. We were pleased to partner with the Charitable Advisors team, from Indianapolis, once again to assemble this report. We hope these survey results will provide leaders of nonprofit organizations from all service sectors and all sizes with a valuable set of tools to seriously explore compensation and benefits with the ultimate goal of attracting and retaining the talent necessary to achieve your missions.



Brad Little
President & CEO,
Community Foundation
of Greater Fort Wayne



Greg Johnson
Interim CEO, Chief
Financial Officer
United Way of Allen
County



Steve Hoffman
Chair,
Alliance for Human
Services



Table of Contents

4	Applying this Report to Your Organization
5	Overall Changes from the 2019 NE Indiana Salary Survey
7	Participating Organizations
9	Overview of Participating Organizations
11	Methodology/Data Analysis
14	State of the Sector
17	Job Functions
20	How to Read the Tables
22	Salary Overview for All Positions
22	Executive Director/President/Chief Executive Officer
25	Chief Operating Officer (COO) / Deputy Director
27	Executive Secretary (CEO Support)
29	VP Programs
30	Program Director / Management
31	Program Director – Direct Service
33	VP / Director of Human Resources
34	VP / Director of Information Systems / Data Processing
35	Chief Financial Officer (CFO)
36	Controller / Accountant
37	Clerk / Bookkeeper
38	VP / Director of Development
40	VP / Director of Public Relations / Communications
41	VP / Director of Marketing
42	Office Manager
43	Secretary / Administrative Support
45	Benefits
50	Concluding Remarks

Applying this Report to Your Organization

“Our people are our most important asset!”

While we hear this cliché in every management and leadership development context, we know it is true. It takes quality people to make a strong organization and to produce positive outcomes for our clients, patrons, partners and other stakeholders.

Yet how much time is spent in the typical board meeting talking about staff quality, support, and retention? How does board leadership support this critical factor without stepping across the line of micromanaging and getting overly involved in operations?

Here is a chance for your board to begin thinking more intentionally about the investments your organization makes in your “most important assets.”

Best practices

1. COMPENSATION PHILOSOPHY: Pending regulations back in 2016 about overtime compensation caused many nonprofits to re-examine how employees were classified and paid. Though these rules were never made law, they did highlight that many nonprofits were inappropriately classifying certain types of direct service staff roles as salaried to avoid paying overtime.

Ultimately, it is a board-level discussion to define, in general terms, what type of staff the organization needs to succeed and provide the budget for how much those people should be paid. It is the CEO/Executive Director’s job to

implement the compensation philosophy and the board sets the compensation for the CEO/Executive Director.

Do you have a compensation philosophy? Do you want to pay at the median range of our area nonprofits? Higher or lower? What impact does that decision have on staff quality and retention? What additional stressors does your organization face if you pay less? And are you really saving money when you pay less?

2. ATTRACTING TALENT = KEY DIFFERENTIATOR:

Your organization’s approach to staff compensation and respect for staff members are key parts of your nonprofit’s 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.

How does your nonprofit want to be perceived in the community? What do you want employees to be saying about development and learning opportunities in your organization? How important is it that current and future staff perceives they can build a long-term career at your organization?

A flexible work schedule, vacation time, or professional development and training opportunities can make your compensation package more appealing.

3. LEADERSHIP DEPARTURE: For many organizations, the only time board discussion of compensation arises is 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.

How do you use this survey information on a routine basis to ensure your organization is staying on track with compensation for your senior leaders? Is executive compensation on the agenda for the Executive Committee or Governance Committee every year, whether you are expecting leadership turnover or not?

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 and staff to carry out its mission.

How competitive is your current leadership compensation? Could you attract a similarly qualified person for the same salary? What is your target compensation range and how can you get there in 2 or 3 years by ramping up pay each year?

5. MORE THAN JUST MONEY: Also consider the non-financial components of a compensation package -- a flexible work schedule, vacation time, work from home, and professional development and training opportunities -- can make your compensation package more appealing.

What benefits does your organization provide beyond financial compensation? Have you asked staff lately what they value most?

Overall Changes from the 2019 NE Indiana Salary Survey

Readers often wonder how results for the newest survey compare to past surveys. Since organization participation is different each cycle, direct comparisons would not be truly accurate. However, to see if we can identify any helpful insights or trends, we looked at the five positions that had over 30 responses in both the 2019 and 2022 surveys and compared median pay rates across organization size.

Annual salary increases are up - In 2019, the average increase for the 87% of organizations who gave raises was 2.2% with only 2% of respondents providing raises of more than 5%. For 2022, the average increase was 3.6% for the 80% of organizations giving raises, including 25% of respondents averaging increases of 5% or more. Note that 20% are not doing increases this year, compared to 13% in 2019 when inflation and wage competition were not as intense.

Bonuses were more common, especially for human/social services - while the survey didn't capture all the rationale, it seems reasonable to assume that nonprofits who received extra funds during the pandemic were able to reward staff using funding that will not be available for on-going expenses/raises.

Compensation rising more in larger nonprofits - if we look at the five positions where we had at least 30 responses, we consistently see salaries increasing more for the CEO, COO, and Program Management roles and more for roles with medium to larger organizations versus smaller organizations.

Note: Only three participating organizations had budgets between \$5-9.9 mil and between 30-50 staff so those results are not broken out in the salary tables to maintain confidentiality.

GENERATIONS OF IMPACT.

In the early 1930s, community chests, the forerunners of today's United Way, adopted the red feather as a symbol of service.

Each donor was handed a red feather to proudly wear in their hat as a symbol of their commitment to their community. In honor of our past leaders, United Way of Allen County established the Red Feather Society.

Join us, a century later, in continuing to serve GENERATIONS in Allen County through our UNITED community efforts.



United Way of Allen County

334 E BERRY ST | FORT WAYNE, IN 46802

P: 260.422.4776 | F: 260.422.4782

www.unitedwayallencounty.org

Contact us to learn how you and your employees can GIVE, ADVOCATE, or VOLUNTEER.

Participating Organizations

A Mother's Hope	Catholic Charities of the Diocese Fort Wayne-South Bend, Inc.	Freedom Academy
ACRES Land Trust	Center for Nonviolence, Inc.	GiveHear
Adams County Council on Aging, Inc	Christian Community Health Care Inc.	Giving Gardens of Indiana
Adams Wells Crisis Center	Churubusco Community Child Care Center	Habitat for Humanity of Greater Fort Wayne
Alive & Well, Inc.	Clear Lake Township Land Conservancy	Habitat for Humanity of Kosciusko County
all for One productions, inc.	Cole Center Family YMCA	Headwaters Counseling a dba of Family & Children's Services Inc
Amani Family Services, Inc	Combined Community Services	Healthier Moms and Babies
Animal Welfare League of Kosciusko County	Community Transportation Network	Heartline Pregnancy Center
ARCH Inc.	Compassion Pregnancy Centers of Northeast Indiana	Hoosiers Feeding the Hungry
Ark Animal Rescue	CORE, Inc.	Hope Alive Inc.
ARTLINK, INC.	DeKalb Humane Society, Inc.	Humane Fort Wayne
Arts United of Greater Fort Wayne, Inc.	Down Syndrome Association of Northeast Indiana	Humane Society Noble County
Associated Churches of Fort Wayne and Allen County	Early Childhood Alliance	Huntington County Historical Museum
Auburn Cord Duesenberg Automobile Museum	East Wayne Street center	Image of Hope Ranch
Auburn Cord Duesenberg Festival, Inc.	Elijah Haven Crisis Intervention Center, Inc.	Impact Center
Audiences Unlimited, Inc	Embassy Theatre Foundation, Inc.	Interfaith Hospitality Network of Greater Fort Wayne, Inc.
Big Brothers Big Sisters of Northeast Indiana	Erin's House for Grieving Children	Interfaith Mission, Inc. dba Mission 25
Blue Heron Ministries, Inc	Family Centered Services Inc.	International House
Blue Jacket, Inc.	FORT WAYNE CIVIC THEATRE	Josiah White's (DBA White's Residential and Family Services
Bounce Back of Indiana, Inc	Fort Wayne Dance Collective	Kate's Kart, Inc.
Boys & Girls Club of Huntington	Fort Wayne History Center	Kosciusko Chamber of Commerce
Brightpoint	Fort Wayne Museum of Art, Inc.	Kosciusko Home Care & Hospice, Inc
Camp Alexander Mack	Fort Wayne Public Television, Inc.	Kosciusko Literacy Services, Inc.
Camp PossAbility	Fort Wayne Rescue Mission Ministries, Inc	LaGrange County Council on Aging
Camp Watcha Wanna Do	Fort Wayne Trails, Inc	Lagrange County Habitat for Humanity
Cancer Services of Northeast Indiana	Fort Wayne Youtheatre	Latinos Count Inc
CASA of Kosciusko County, Inc.	Foundation for Art & Music in Elementary Education, Inc.	Life Adult Day Academy
CASS Housing		

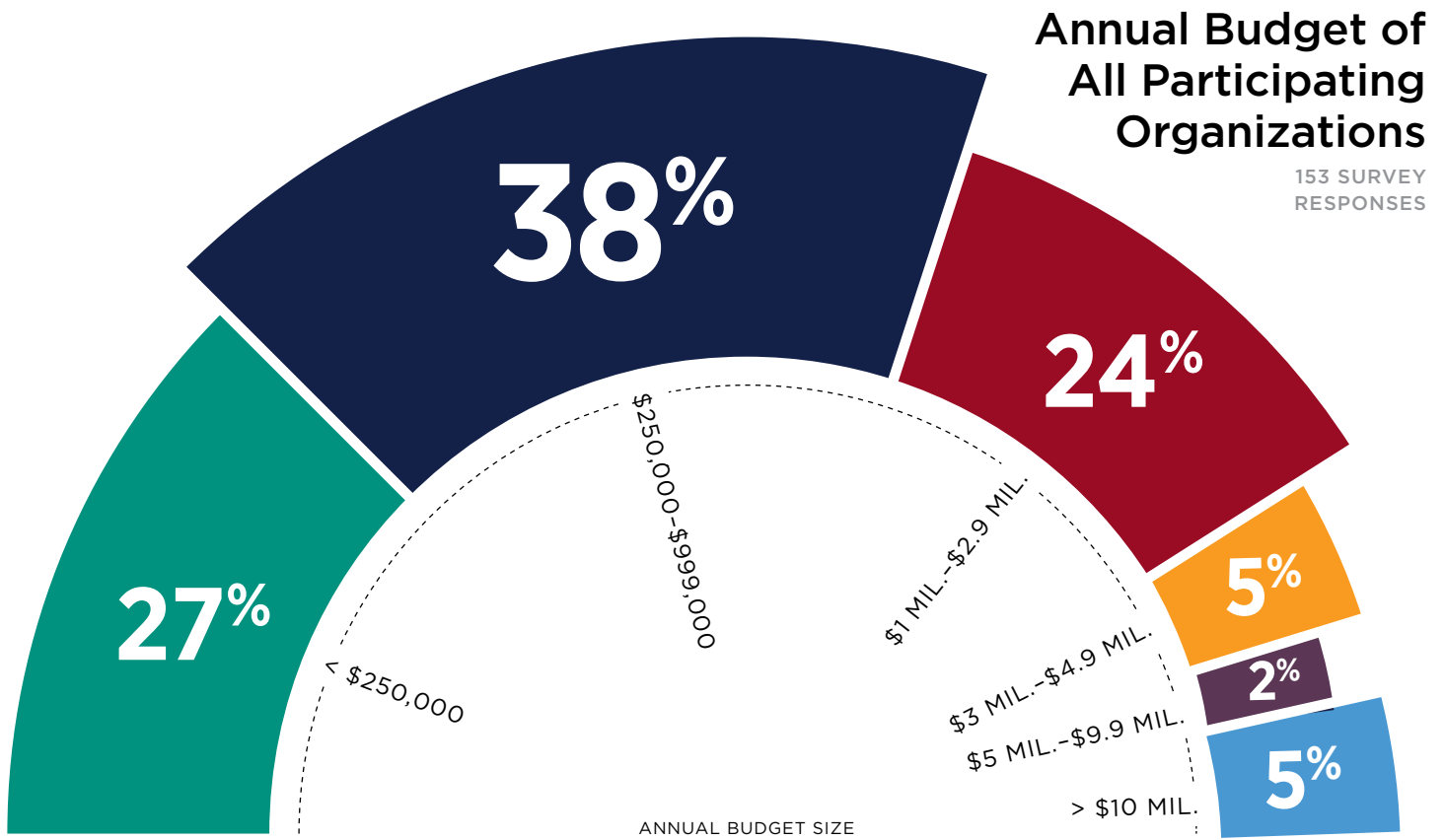
Participating Organizations

Little River Wetlands Project, Inc.
Lutheran Life Villages
Lutheran Social Services of Indiana
Mad Anthonys Children's Hope House
Made Strong Ministries
Matthew 25 Health and Care
McMillen Health
Mental Health America of Northeast Indiana
MLK Montessori School
Mustard Seed Furniture Bank of Fort Wayne, Inc.
New Beginnings Preschool And C
New Life Ministries-Indiana
Noble County Council on Aging
Noble House Ministries, Inc
Northeast Indiana Positive Resource Connection
Northeastern Center, Inc.
Out of a Jam Inc
Place of Grace
Power House Youth Center
Questa Education Foundation
Rainbow Years Learning Ministry
Redeemer Radio
RemedyLIVE
RespectTeam
Right Side Foundation, INC
Ronald McDonald House Charities of Northeast Indiana
RSVP of Allen County, Inc. dba Volunteer Center
Run Hard. Rest Well.
Safe Families for Children
SCAN (Stop Child Abuse and Neglect), INC.
Science Central
Shelter Ministries Inc dba SonShine Ministries

SoulMedic Media Group, Inc.
SPANISH WORLD MINISTRIES
St. Joseph Missions Women's Shelter
St. Martin's Healthcare, Inc
Steuben County Literacy Coalition
Syracuse-Wawasee Historical Museum
Teach Our Children Fund INC D/B/A Fort Wayne Center for Learning
The Carriage House
The Center for Whitley County Youth, Inc.
The Hope Clinic
The League
The Learn More Center
The Literacy Alliance Inc.
The Mom of an Addict, Inc.
The Rose Home, Inc
The Shepherds House Inc
The Vine Early Learning, Inc
Thirteen Step House Inc.
TROY School
Turning Point of Steuben
Turnstone Center
Unity Performing Arts Foundation
Vincent Village
Visiting Nurse & Hospice Home Inc
Wabash County Animal Shelter, Inc.
Wabash County Museum
Wabash County Tobacco Free Coalition/85 Hope
Wabash Marketplace, Inc.
Wagon Wheel Center for the Arts
Wawasee Area conservancy foundation
Wee Creations Ministries
Wells Community Boys & Girls Club

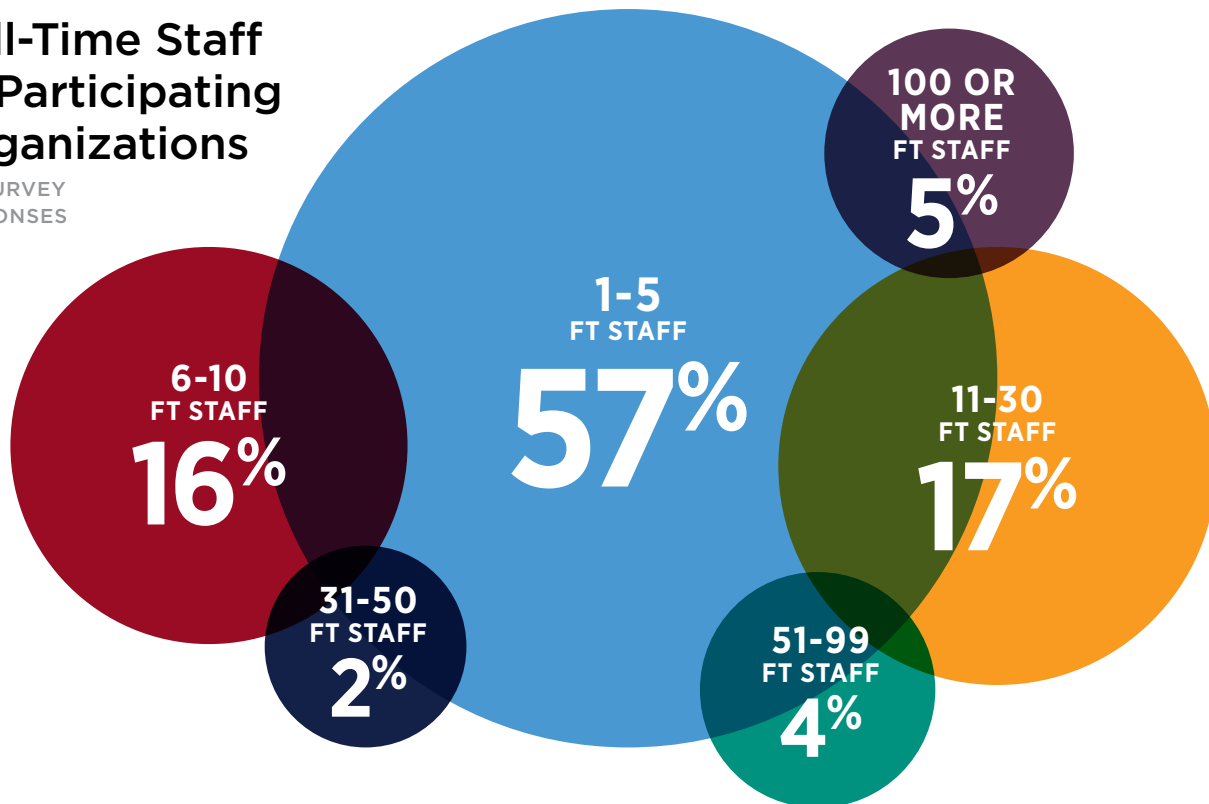
Wells County Chamber of Commerce
Wells County Council on Aging
World Baseball Academy, Inc.
YMCA of DeKalb County
YMCA of Greater Fort Wayne
Youth Services Bureau of Huntington County
YWCA Northeast Indiana
World Baseball Academy, Inc.
YMCA of Greater Fort Wayne
Youth for Christ of Northern Indiana, Inc.
Youth Services Bureau of Huntington County
YWCA Northeast Indiana

Overview of Participating Nonprofits



Full-Time Staff of Participating Organizations

153 SURVEY RESPONSES



Overview of Participating Nonprofits

Not all nonprofits are created equal. It is 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 salaries across nonprofit sectors? Budget and staff size are the two best universal indicators that all nonprofit organizations can use to compare compensation.

153
nonprofits
represented

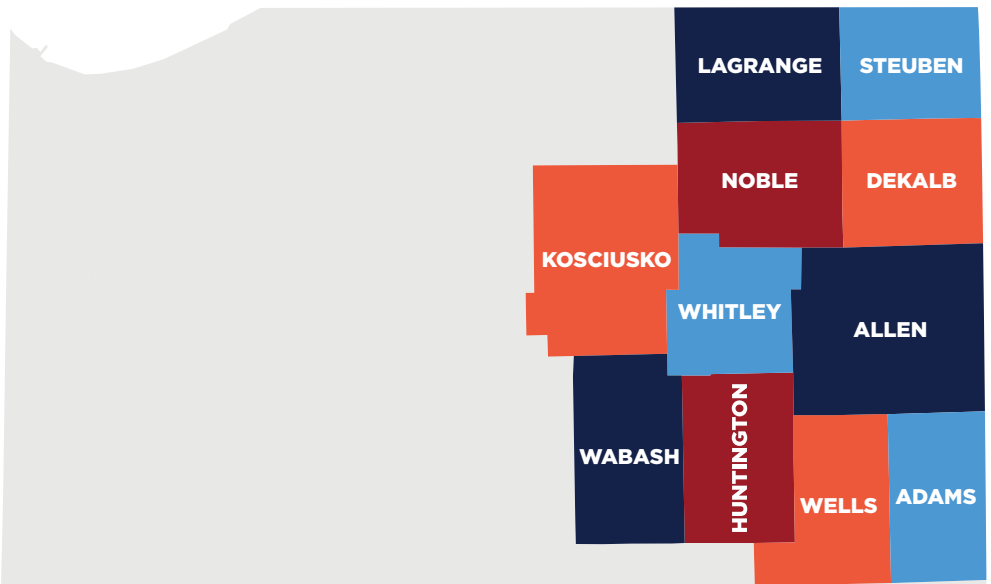
16
position
categories

PRIMARY WORK CLASSIFICATION	COUNT	PERCENT
Animal-related	6	4%
Arts, Culture, and Humanities	19	12%
Community Development	6	4%
Elementary, Secondary, or Charter School	5	3%
Environmental	6	4%
Health, Disease, Disorders	22	14%
Human and Social Services (including youth programs)	80	52%
Recreation, Sports, Leisure, Athletics	3	2%
Other	6	4%
Grand Total	153	

ARTS, CULTURE, AND HUMANITIES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Museums and Museum Activities	6	33%
Performing Arts	8	44%
Other	4	22%
Grand Total	18	

HUMAN AND SOCIAL SERVICES SECONDARY WORK CLASSIFICATION	COUNT	PERCENT
Adoption or Foster Care	1	1%
Child Day Care	5	6%
Community or Multi-Service Center	4	5%
Disability Services	6	8%
Domestic Violence	4	5%
Employment and Job Related	1	1%
Food Services, Banks, and Pantries	2	3%
Homelessness, Shelter	12	15%
Mental Health or Crisis Intervention	8	10%
Older Adults	4	5%
Residential Services	7	9%
Youth Development	16	20%
Other	10	13%
Grand Total	80	

ANNUAL BUDGET FOR ALL PARTICIPATING ORGANIZATIONS	COUNT	PERCENT
Less than \$250,000	42	27%
\$250,000-\$999,000	58	38%
\$1 million-\$2.9 million	36	24%
\$3 million-\$4.9 million	7	5%
\$5 million-\$9.9 million	3	2%
Greater than \$10 million	7	5%
Grand Total	153	



Methodology/Data Analysis

In order to be included in the final report, respondents had to represent a nonprofit organization located in Adams, Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley counties. Hospitals, public schools, colleges/universities, foundations, and churches were excluded from the survey. In developing the 2022 survey tool, the Charitable Advisors team started with the 2019 survey. There were minimal changes.

How the survey was conducted

Again for the 2022 survey, Jeff Lucas at the Employers Resource Association in Cincinnati was our data-gathering partner. Data was carefully reviewed for duplication and completeness. Incomplete responses were removed. If there were less than four responses in a category, the specific detail was not included and if only three or fewer organizations reported data, the finding was excluded to maintain survey participant anonymity. When four or five organizations reported, data average, minimum, median, and maximum are reported, quartiles were omitted.

The 2022 survey invitation list included organizational contacts from several sources: participants from the 2019 survey plus lists from many of the community foundations and United Ways across the 10 county region. We appreciate everyone who assisted us in spreading the word to increase participation.

A change from 2019, was that we did not mail promotional postcards. This was both to control expense but also recognize that the pandemic caused many office relocations and closures, and the mailing lists were out of date.

All organizations identified received an email invitation to participate with a unique organizational weblink from the Employers Resource Association. Organizations that wanted to participate but were not in this initial list contacted us directly and were issued their unique link.

Charitable Advisors also promoted the survey multiple times in its weekly e-newsletter, the Not-for-profit News, which reaches more than 13,000 weekly subscribers across Indiana (CharitableAdvisors.com).



Alliance for Human Services

IMPACTING LIVES AND THE ECONOMY

Melanie bought a home.

Lutheran Social Services

- ✓ Social Impact
- ✓ Economic Impact



Cynthia got a job.

Rescue Mission

- ✓ Social Impact
- ✓ Economic Impact



LUTHERAN SOCIAL SERVICES AND THE RESCUE MISSION ARE JUST TWO OF 50 MEMBER ORGANIZATIONS IN THE ALLIANCE FOR HUMAN SERVICES THAT MAKE A DIFFERENCE IN THE LIVES OF ALLEN COUNTY RESIDENTS. IN TOTAL, HUMAN SERVICE ORGANIZATIONS HAVE A \$722 MILLION IMPACT ON THE LOCAL ECONOMY AND EMPLOY OVER 11,000 PEOPLE.

THE MISSION OF THE ALLIANCE FOR HUMAN SERVICES IS TO ENGAGE NONPROFIT HUMAN SERVICE PROVIDERS TO BUILD CAPACITY AND COLLECTIVE INFLUENCE, RESULTING IN STRONGER ORGANIZATIONS AND COMMUNITY.

The Alliance for Human Services: 50 voices strong

IT CAN BE WHO WE ARE: Alliance for Human Services is a membership organization committed to improving the delivery of human services greater Allen County. Our members are the CEOs and executive directors of 50 nonprofit 501c3 organizations that provide direct services to vulnerable populations. Together, we work to build capacity and collective influence, resulting in stronger organizations and community. The human services sector is already a major economic force employing 11,000 professionals, almost 1 out of 20 paid workers in Allen County.

WHAT WE DO: The Alliance connects and supports

the leaders of human services organizations to form a united voice for the sector and those we serve. We work to ensure our members have the resources they need to grow their leadership skills and achieve their organizational missions by providing access to research on effective practices and peer networking. The Alliance offers opportunities to foster collaborations among member organizations to achieve results no single organization could achieve alone. The Alliance works to promote the nonprofit human resources sector as an economic engine that creates jobs and contributes to our community's economic wellbeing. <https://allianceforhumanservices.org/>

LEADERS AND STAFF OF OUR MEMBER ORGANIZATIONS MAKE GOOD THINGS HAPPEN

Amani Family Services

American Red Cross, Northeast Indiana Chapter

Associated Churches

BounceBack of Indiana

Brightpoint

Cancer Services of NE Indiana

Carriage House

CASS Housing

Community Transportation Network (CTN)

Cornerstone Youth Center

Cross Connections

Crossroad Child & Family Services

DSANI Down Syndrome Association

Early Childhood Alliance

Erin's House for Grieving Children

Family Centered Services

Fort Wayne Trails

Friends of the Third World

Gigi's Playhouse

Girl Scouts

GiveHear

Headwaters Counseling

Healthier Moms and Babies

Just Neighbors - Interfaith Homeless Network

Long-Term Care Ombudsman Program

Lutheran Life Villages

Lutheran Social Services

Mad Anthony's Children's Hope House

Made Strong Ministries

Mental Health America of Northeast Indiana

MLK Montessori School

Neighborhood Health Clinics

NeighborLink Fort Wayne

Northeast Indiana Positive Resource

Connection

Salvation Army

SCAN

St. Joseph Missions

St. Vincent de Paul Society of Fort Wayne

Stillwater Hospice (formerly Visiting Nurse)

Super Shot

The League

The Literacy Alliance

The Rescue Mission

Turnstone

Vincent Village

Volunteer Center

Wellspring Interfaith Social Services

YMCA

YWCA

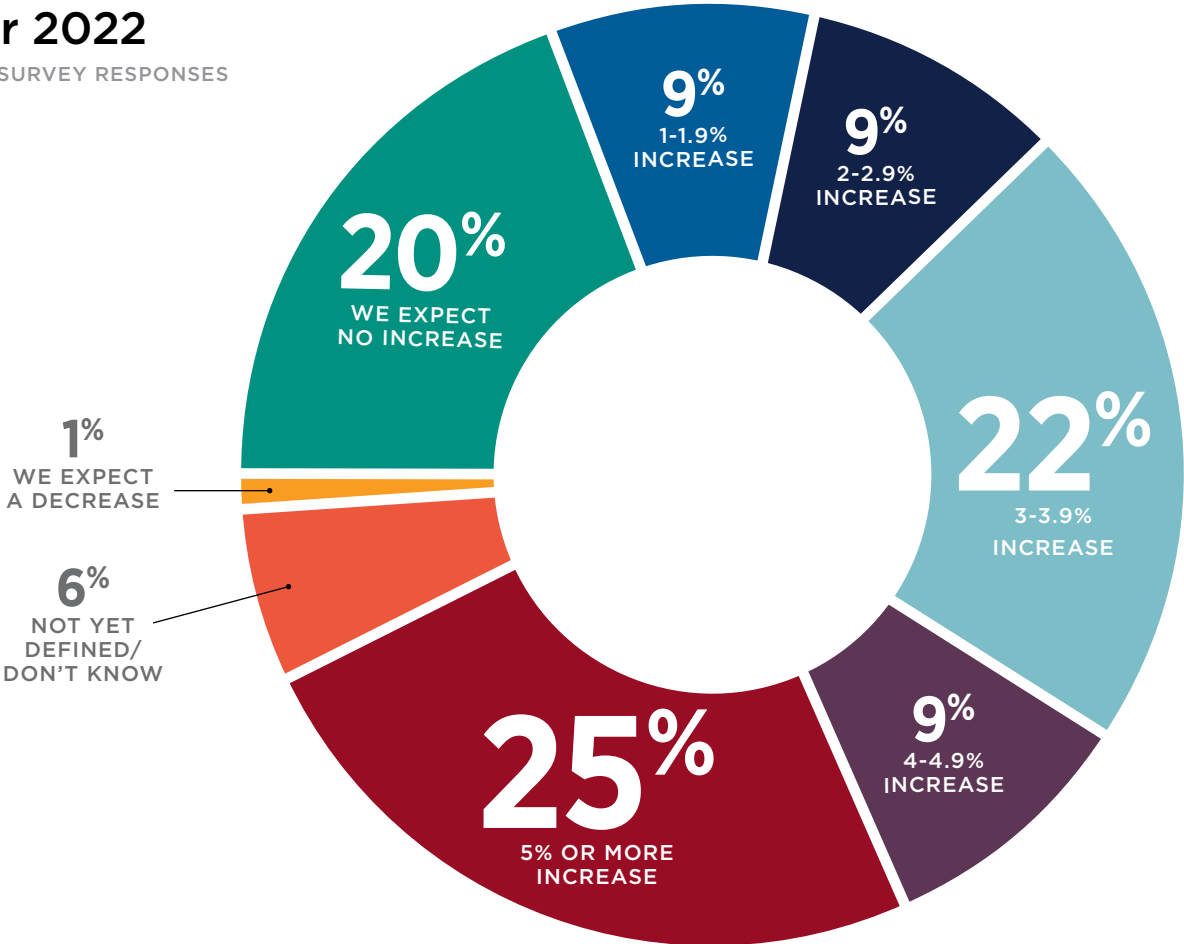
State of the Sector

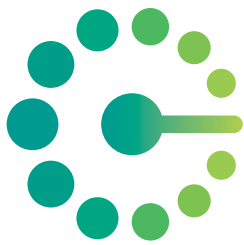
A key goal of this Northeast Indiana Nonprofit Salary Survey Report is to assist the local nonprofit sector in keeping the talent that they have and recruiting capable organizational leadership by allowing you to see how your

compensation strategies compare to other area nonprofits. As before, in order to add some context to this salary information, we asked a few other questions that we felt might be of interest to the users of the survey.

Average Wage Change for 2022

152 SURVEY RESPONSES





100 YEARS 1922-2022

**COMMUNITY
FOUNDATION**
OF GREATER FORT WAYNE

The Community Foundation of Greater Fort Wayne is **dedicated** to helping local nonprofits succeed and make an impact in our community.

Providing grants, trainings, and meeting spaces are a few ways we support nonprofits.

Another important way we support nonprofits in Allen County is by partnering with Charitable Advisors to provide **The Northeast Indiana Salary Survey**.



Salary information is essential to help your organization attract and retain the talent you need in order to fulfill your mission and make an impact in our community.

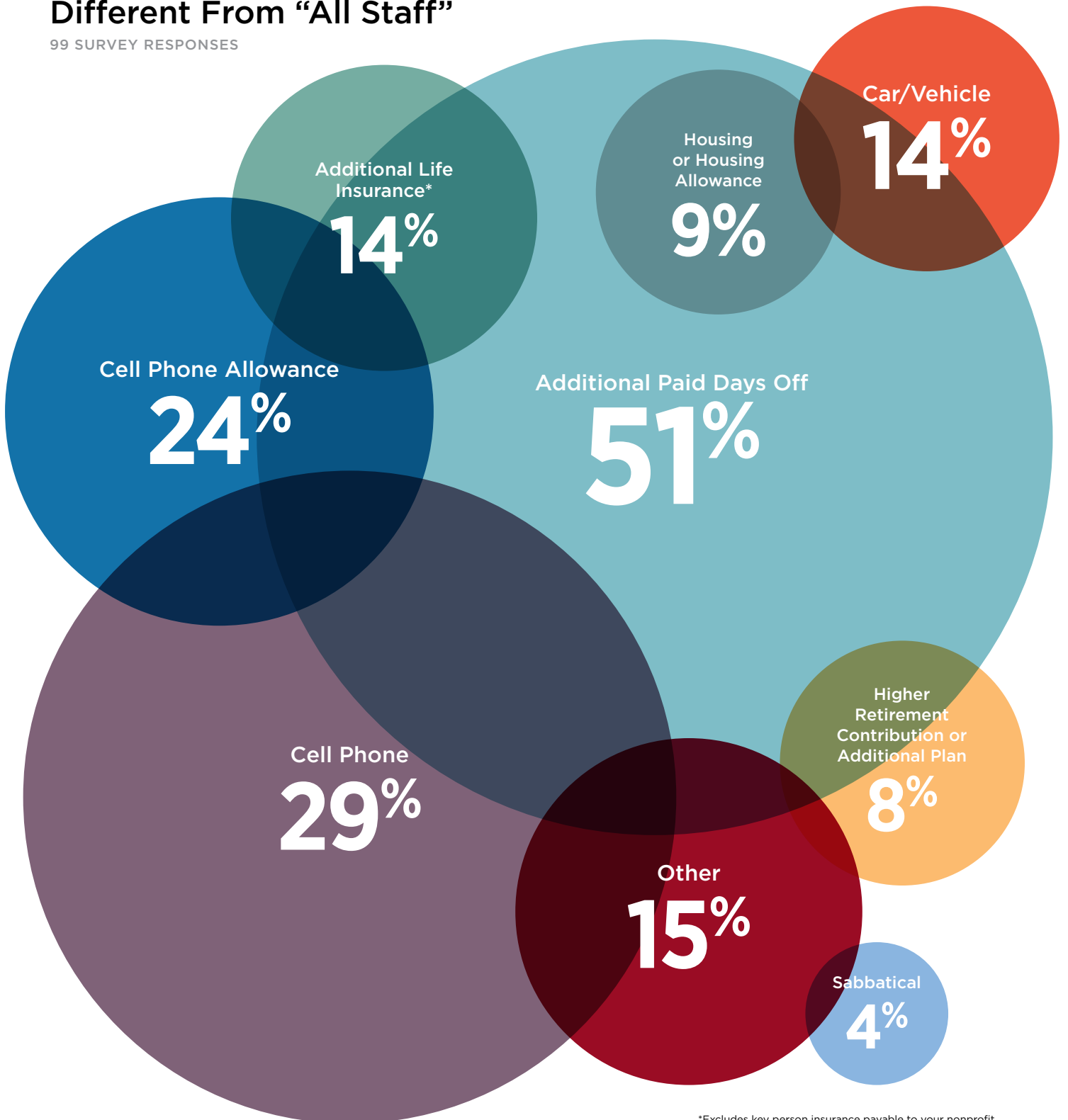
We hope your organization is able to benefit from this informative report!

CFGFW.ORG

State of the Sector

Executive Director/CEO Benefits Different From “All Staff”

99 SURVEY RESPONSES



*Excludes key person insurance payable to your nonprofit

Job Functions

AGENCY LEADERSHIP POSITIONS

Executive Director / President / Chief Executive Officer (CEO)

- 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)

Chief Operating Officer (COO) / Deputy Director

- Responsible for the implementation of policies and procedures set by the President / Chief Executive Officer (CEO)
- Serves as the acting President / 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
- 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

Executive Secretary (CEO Support)

- Under direction, performs secretarial, confidential and administrative assignments for the CEO and other senior executives, utilizing a detailed knowledge of the agency's operations, procedures and personnel

PROGRAM AND OPERATIONS POSITIONS

VP / Programs / Artistic Director

- Directs various activities of a specific geographical area or division of the agency
- May manage staff, programs and/or facilities and work with volunteers and local community leaders
- May fund raise on a limited basis

Program Director - Management

- Plans, develops and coordinates the activity of this program and its department with other agency programs
- Supervising all paid and volunteer staff working in this program
- Hires, develops, evaluates, and terminates program staff

VP / Director of Human Resources

- Develops and organizes all personnel activities
- Oversees employee benefits
- Implements employee recruitment, selection, compensation, training and development programs

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 handle routine issues, may personally handle major personnel, administrative and data processing problems
- Usually requires computer science or related degree

Job Functions

Program Director – Direct Service

- Responsible for day to day delivery of programs to participants
- May supervise volunteers or a few other staff
- Develops daily program content
- Works to engage participants around programming
- Plans, develops and coordinates services with all the agency's other activities

Case Manager – Master's Degree

- Accomplishes clients' care through assessing needs; identifies and refers to support resources
- Develops, monitors, and evaluates plans and progress; Facilitates interdisciplinary approaches
- Monitors staff or referral performance
- Documents plans and progress and communicates with all parties involved

FINANCIAL LEADERSHIP POSITIONS

Chief Financial Officer (CFO)

- Responsible for developing financial policies and procedures and directing their implementation
- May also oversee managers in IT, Facilities, HR and other operational functions

Controller / Accounting Manager / 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.
- Performs assigned accounting functions using knowledge of accounting principles and procedures
- Analyzes reports, checks accuracy of vouchers, and directs maintenance of cash books
- Prepares trial balances, financial statements, cost reports, or budgets
- Installs accounting forms, records, methods, and procedures

Clerk / Bookkeeper

- Under supervision, performs clerical accounting work requiring knowledge of standard bookkeeping procedures
- Work may include reconciling account, posting to and/or balancing ledgers, and preparing payroll records

Job Functions

PUBLIC RELATIONS & MARKETING LEADERSHIP POSITIONS

VP / Director of Development

- Directs and coordinates some or all of the agency's fundraising programs
- Identifies and cultivates funding sources for operating and capital funds
- Supervises development staff
- Confers with Board Members and/or Executive Director/CEO about fundraising efforts

VP / Director of Public Relations / Communications

- Develops, coordinates, and administers all public relations and communications policies
- Communicates new programs, developments, promotions and other goodwill information to the media through written, printed and photographed material
- May be responsible for writing speeches

VP / Director of Marketing

- Directs and coordinates all marketing activities, including market research, product development, sales promotion, advertising and market development

OFFICE ADMINISTRATION POSITIONS

Office Manager

- Manages all office operations
- Coordinates and supervises clerical personnel, clerical workload assignments and maintenance of office equipment and supplies

Secretary / Administrative Support

- Under general supervision, performs varied clerical duties including: typing letters and reports, answering phone calls, covering front desk, and perhaps making appointments and travel arrangements
- May support specific managers or a broader group of staff

How to Read the Tables



Tables in **green** contain findings from all organizations that reported data for this position, by total staff, annual budget, and primary work classification.



Tables in **gold** contain findings by primary work classification (like Human or Social Services) and annual budget, when sufficient data was received.



Tables in **blue** contain additional detail for specific types of organizations.



Tables in **purple** reflect hourly rates for part-time staff.

When 3 or fewer organizations reported data, the finding is excluded to maintain survey participant anonymity. This will cause totals of 'org count' to vary from the number of total organizations reported. When 4 or 5 organizations reported data average, minimum, median, and maximum are reported, but quartiles are omitted.

Definitions

ORGANIZATION COUNT - number of organizations that reported a salary 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

Full-Time and Part-Time

Each position also shows a separate listing for full-time versus part-time. Full-time is expressed as annual compensation/salary. Part-time is expressed as an hourly rate obtained by dividing the annual or weekly pay by the hours being worked. The data suggest that it is common for nonprofit staff to work more hours than they are officially paid for.



CENTRAL INDIANA'S NONPROFIT JOB BOARD

Job ads are:

- ✓ Published for two weeks in the Not-for-profit News (13,000 distribution list)
- ✓ Posted on Charitable Advisors job board (5,000 visitors monthly)

Charitable Advisors
EXECUTIVE SEARCH • STRATEGIC PLANNING • NOT-FOR-PROFIT NEWS

Learn about posting job ads at charitableadvisors.com/post-a-job-2

Executive Director / President / Chief Executive Officer (CEO)

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / Chief Executive Officer (CEO)	122	\$81,866	\$25,000	\$52,000	\$70,612	\$103,747	\$215,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	61	\$57,928	\$25,000	\$45,000	\$55,000	\$69,007	\$119,046
6-10 FT Staff	21	\$84,239	\$40,000	\$70,000	\$90,000	\$102,000	\$120,000
11-30 FT Staff	25	\$96,034	\$40,000	\$70,000	\$92,000	\$116,413	\$180,000
51-99 FT Staff	6	\$133,021	\$95,000	\$120,813	\$135,000	\$145,530	\$168,000
100 or More FT Staff	6	\$187,185	\$146,640	\$176,188	\$192,500	\$202,414	\$215,000

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	26	\$48,924	\$25,000	\$39,250	\$46,500	\$58,750	\$91,000
\$250,000 - \$999,000	45	\$65,033	\$30,000	\$52,000	\$65,000	\$74,255	\$115,000
\$1 Million to \$2.9 Million	35	\$96,713	\$44,226	\$80,000	\$92,000	\$107,786	\$180,000
\$3 Million to \$4.9 Million	7	\$118,441	\$95,000	\$111,542	\$119,046	\$128,480	\$135,000
Greater than \$10 Million	6	\$187,185	\$146,640	\$176,188	\$192,500	\$202,414	\$215,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	15	\$84,229	\$36,000	\$55,000	\$70,000	\$104,786	\$180,000
Community Development	6	\$77,059	\$48,000	\$54,752	\$71,631	\$98,131	\$115,000
Health, Disease, Disorders	17	\$94,143	\$30,500	\$68,000	\$87,500	\$106,000	\$215,000
Human and Social Services (including youth programs)	66	\$80,062	\$25,000	\$52,000	\$69,350	\$94,000	\$203,218

Executive Director / President / Chief Executive Officer (CEO)

Budget by Primary Work Classification

ARTS, CULTURE, AND HUMANITIES BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$64,553	\$49,500	\$52,500	\$61,680	\$68,340	\$94,456
\$1 Million to \$2.9 Million	5	\$122,231	\$86,584	—	\$107,571	—	\$180,000

HEALTH, DISEASE, DISORDERS BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$98,713	\$68,000	\$85,000	\$92,000	\$106,000	\$145,000

HUMAN AND SOCIAL SERVICES* BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	15	\$48,563	\$25,000	\$40,500	\$48,000	\$53,500	\$91,000
\$250,000 - \$999,000	24	\$64,910	\$30,000	\$54,900	\$67,210	\$74,125	\$105,000
\$1 Million to \$2.9 Million	16	\$84,111	\$44,226	\$62,850	\$84,488	\$93,757	\$129,149

*INCLUDING YOUTH PROGRAMS/MENTORING

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Disability Services	6	\$85,283	\$57,000	\$70,275	\$80,000	\$89,500	\$135,000
Homelessness, Shelter	7	\$104,429	\$48,000	\$67,500	\$90,000	\$129,000	\$200,000
Mental Health or Crisis Intervention	7	\$112,432	\$30,000	\$64,488	\$129,149	\$147,840	\$203,218
Residential Services	6	\$78,083	\$45,000	\$57,000	\$67,750	\$96,875	\$128,000
Youth Development	13	\$80,143	\$30,000	\$58,000	\$70,000	\$90,000	\$185,000
Other	7	\$71,903	\$50,900	\$57,300	\$66,600	\$75,612	\$120,000

ARTS, CULTURE, AND HUMANITIES	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Museums and Museum Activities	5	\$112,291	\$50,000	—	\$102,000	—	\$180,000
Performing Arts	6	476,401	\$49,500	\$60,840	\$66,680	\$82,438	\$128,959

Executive Director / President / Chief Executive Officer (CEO)

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Director / President / Chief Executive Officer (CEO)	10	\$21.38	\$14.42	\$17.06	\$19.96	\$22.56	\$38.46

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	10	\$21.38	\$14.42	\$17.06	\$19.96	\$22.56	\$38.46

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	7	\$21.37	\$14.42	\$17.89	\$19.92	\$20.50	\$38.46

YEARS OF EXPERIENCE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
3-10 years	7	\$21.85	\$14.42	\$15.89	\$19.55	\$24.36	\$38.46

Chief Operating Officer (COO) / Deputy Director

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Operating Officer (COO) / Deputy Director	31	\$75,850	\$36,000	\$59,000	\$70,000	\$90,000	\$165,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	7	\$56,071	\$47,500	\$49,500	\$54,000	\$61,000	\$70,000
11-30 FT Staff	10	\$66,614	\$36,000	\$55,750	\$67,375	\$78,790	\$95,000

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$53,757	\$36,000	\$48,750	\$54,000	\$62,500	\$63,798
\$1 Million to \$2.9 Million	14	\$67,438	\$44,226	\$58,500	\$66,500	\$75,790	\$92,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	23	\$72,138	\$36,000	\$56,500	\$63,606	\$88,500	\$129,000

Chief Operating Officer (COO) / Deputy Director

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES (INCLUDING YOUTH PROGRAMS/ MENTORING) BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$54,383	\$36,000	\$49,125	\$58,000	\$62,750	\$63,798
\$1 Million to \$2.9 Million	10	\$64,498	\$44,226	\$55,750	\$62,500	\$71,313	\$92,000

Secondary Work Classification

HUMAN OR SOCIAL SERVICES	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Mental Health or Crisis Intervention	5	\$92,100	\$63,000	—	\$100,360	—	\$108,980
Youth Development	5	\$71,100	\$47,500	—	\$55,000	—	\$129,000

Executive Secretary (CEO Support)

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	24	\$42,965	\$14,400	\$38,500	\$43,525	\$45,925	\$73,800

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	8	\$39,143	\$28,500	\$32,210	\$41,000	\$45,000	\$48,360
100 or More FT Staff	6	\$48,695	\$37,000	\$40,394	\$45,287	\$54,559	\$68,182

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$41,206	\$29,000	\$35,960	\$44,298	\$47,149	\$48,360
Greater than \$10 Million	6	\$48,695	\$37,000	\$40,394	\$45,287	\$54,559	\$68,182

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	14	\$42,887	\$28,500	\$37,500	\$41,577	\$44,590	\$73,800

Executive Secretary (CEO Support)

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Executive Secretary (CEO Support)	8	\$19.67	\$12.50	\$17.23	\$19.03	\$20.77	\$29.42

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	7	\$19.19	\$12.50	\$17.15	\$18.83	\$19.62	\$29.42

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	5	\$16.97	\$12.50	—	\$17.31	—	\$29.42

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	5	\$20.25	\$12.50	—	\$19.23	—	\$29.42

VP Programs

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP Programs	14	\$76,356	\$42,500	\$69,534	\$75,080	\$84,020	\$126,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	6	\$67,673	\$42,500	\$61,595	\$72,190	\$75,119	\$85,000
51-99 FT Staff	5	\$79,206	\$70,000	—	\$81,078	—	\$87,150

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$64,208	\$42,500	—	\$69,379	—	\$75,159

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	9	\$80,216	\$59,000	\$70,000	\$75,920	\$85,000	\$126,000

Program Director / Management

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Management	40	\$56,700	\$31,105	\$46,150	\$55,000	\$65,000	\$110,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	13	\$49,530	\$35,000	\$46,000	\$47,000	\$55,000	\$65,000
6-10 FT Staff	6	\$50,684	\$31,105	\$40,500	\$46,000	\$50,750	\$90,000
11-30 FT Staff	13	\$58,161	\$37,870	\$50,000	\$58,000	\$68,000	\$82,500

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	15	\$47,733	\$31,105	\$43,500	\$47,000	\$52,719	\$59,000
\$1 Million to \$2.9 Million	14	\$59,292	\$37,870	\$46,250	\$57,500	\$70,250	\$90,000
\$3 Million to \$4.9 Million	6	\$62,027	\$55,161	\$57,000	\$62,500	\$65,000	\$71,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Health, Disease, Disorders	9	\$66,571	\$35,000	\$51,000	\$68,000	\$72,000	\$110,000
Human and Social Services (including youth programs)	20	\$53,612	\$40,000	\$44,250	\$54,540	\$60,000	\$75,741

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES (INCLUDING YOUTH PROGRAMS/ MENTORING) BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$46,607	\$40,000	\$40,500	\$46,250	\$50,000	\$59,000
\$1 Million to \$2.9 Million	6	\$49,347	\$40,000	\$42,750	\$49,540	\$54,770	\$60,000

Program Director - Direct Service

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Management	37	\$46,270	\$30,000	\$37,000	\$45,000	\$52,000	\$84,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	13	\$38,203	\$30,000	\$34,000	\$35,400	\$41,000	\$55,000
6-10 FT Staff	10	\$53,353	\$34,510	\$41,670	\$51,000	\$62,875	\$84,000
11-30 FT Staff	9	\$45,649	\$32,000	\$44,226	\$46,920	\$50,000	\$54,090

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Less than \$250,000	5	\$33,392	\$30,000	—	\$31,200	—	\$40,560
\$250,000 - \$999,000	13	\$41,788	\$32,000	\$35,000	\$40,560	\$46,280	\$56,500
\$1 Million to \$2.9 Million	14	\$52,200	\$37,000	\$45,025	\$48,500	\$53,568	\$84,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	23	\$45,365	\$30,000	\$35,200	\$41,000	\$51,251	\$84,000

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES (INCLUDING YOUTH PROGRAMS/ MENTORING) BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	9	\$41,718	\$32,000	\$35,000	\$40,560	\$45,000	\$56,500
\$1 Million to \$2.9 Million	7	\$50,533	\$37,000	\$42,613	\$45,000	\$51,251	\$84,000

Program Director - Direct Service

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Program Director - Direct Service	8	\$19.03	\$14.42	\$16.59	\$18.23	\$20.49	\$25.24

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	8	\$19.03	\$14.42	\$16.59	\$18.23	\$20.49	\$25.24

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$18.12	\$14.42	\$16.04	\$17.52	\$18.25	\$25.24

VP / Director of Human Resources

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Human Resources	15	\$69,818	\$47,840	\$59,000	\$64,375	\$76,400	\$110,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	5	\$55,353	\$47,840	—	\$57,000	—	\$61,586
100 or More FT Staff	6	\$84,356	\$58,000	\$74,600	\$80,581	\$98,421	\$110,000

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$59,023	\$47,840	\$52,753	\$60,793	\$63,678	\$70,000
Greater than \$10 Million	6	\$84,356	\$58,000	\$74,600	\$80,581	\$98,421	\$110,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	10	\$69,356	\$57,000	\$60,000	\$65,793	\$72,100	\$104,174

VP / Director of Information Systems / Data Processing

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Information Systems / Data Processing	9	\$64,079	\$38,480	\$51,000	\$65,041	\$76,000	\$88,585

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	5	\$60,664	\$38,480	—	\$65,041	—	\$76,000

Chief Financial Officer (CFO)

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Chief Financial Officer (CFO)	21	\$85,691	\$45,000	\$68,000	\$82,000	\$105,000	\$156,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	5	\$65,875	\$45,000	—	\$68,000	—	\$82,000
11-30 FT Staff	7	\$68,792	\$50,000	\$57,750	\$70,000	\$76,522	\$93,000
100 or More FT Staff	5	\$120,035	\$105,000	—	\$109,200	—	\$156,000

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	10	\$69,092	\$50,000	\$62,969	\$69,000	\$76,032	\$93,000
Greater than \$10 Million	5	\$120,035	\$105,000	—	\$109,200	—	\$156,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	13	\$83,162	\$45,000	\$68,000	\$88,192	\$105,000	\$112,100

Controller / Accountant

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller / Accountant	18	\$62,143	\$44,226	\$56,352	\$60,000	\$67,750	\$82,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	6	\$56,527	\$44,226	\$52,174	\$55,468	\$62,185	\$68,500
51-99 FT Staff	5	\$61,135	\$50,000	—	\$58,750	—	\$80,000

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$55,777	\$44,226	\$52,174	\$55,468	\$58,810	\$68,500
\$3 Million to \$4.9 Million	5	\$61,145	\$50,000	—	\$60,000	—	\$80,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	14	\$61,098	\$44,226	\$56,352	\$59,500	\$65,000	\$80,000

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Controller/Accountant	5	\$27.21	\$19.23	—	\$25.25	—	\$38.46

Clerk / Bookkeeper

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Clerk / Bookkeeper	17	\$43,355	\$31,000	\$38,480	\$43,000	\$50,000	\$56,160

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$40,815	\$31,000	—	\$40,004	—	\$51,937

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	11	\$40,988	\$31,000	\$36,120	\$40,000	\$44,100	\$56,160

VP / Director of Development

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	35	\$65,410	\$36,500	\$50,000	\$63,550	\$82,300	\$110,334

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	6	\$54,733	\$36,500	\$38,397	\$45,527	\$67,500	\$90,000
6-10 FT Staff	6	\$54,333	\$40,000	\$42,500	\$53,000	\$62,750	\$75,000
11-30 FT Staff	12	\$63,285	\$39,863	\$50,038	\$57,500	\$70,163	\$95,160
51-99 FT Staff	5	\$74,478	\$56,000	—	\$80,300	—	\$85,000
100 or More FT Staff	5	\$86,627	\$69,000	—	\$85,000	—	\$110,334

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$51,175	\$36,500	\$39,211	\$45,527	\$60,500	\$75,000
\$1 Million to \$2.9 Million	13	\$59,186	\$39,863	\$50,000	\$54,426	\$63,550	\$95,160
\$3 Million to \$4.9 Million	5	\$80,358	\$66,788	—	\$85,000	—	\$90,000
Greater than \$10 Million	5	\$86,627	\$69,000	—	\$85,000	—	\$110,334

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	9	\$53,799	\$36,845	\$40,000	\$43,054	\$54,426	\$90,000
Health, Disease, Disorders	5	\$80,724	\$49,575	—	\$85,000	—	\$110,334
Human and Social Services (including youth programs)	16	\$71,312	\$50,000	\$61,350	\$70,900	\$81,300	\$96,000

VP / Director of Development

Budget by Primary Work Classification

ARTS, CULTURE, AND HUMANITIES BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	5	\$54,858	\$39,863	—	\$50,000	—	\$90,000

Secondary Work Classification

ARTS, CULTURE, AND HUMANITIES	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Performing Arts	5	\$49,980	\$36,845	—	\$40,000	—	\$90,000

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Development	6	\$21.20	\$14.90	\$17.04	\$22.00	\$24.35	\$27.78

VP / Director of Public Relations / Communications

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Public Relations / Communications	16	\$52,927	\$42,271	\$44,920	\$47,981	\$59,691	\$82,750

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
11-30 FT Staff	5	\$47,006	\$42,657	—	\$47,216	—	\$52,210

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	8	\$47,129	\$42,657	\$44,920	\$47,108	\$48,701	\$52,210

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	5	\$54,856	\$47,000	—	\$50,000	—	\$70,000

VP / Director of Marketing

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
VP / Director of Marketing	23	\$57,805	\$31,000	\$41,500	\$51,000	\$68,880	\$145,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
6-10 FT Staff	6	\$50,647	\$35,000	\$40,970	\$44,440	\$48,750	\$90,000
11-30 FT Staff	6	\$50,129	\$31,000	\$37,504	\$48,000	\$64,850	\$69,300

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	9	\$51,150	\$31,000	\$43,000	\$45,000	\$53,000	\$90,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Arts, Culture, and Humanities	5	\$45,076	\$31,000	—	\$43,879	—	\$69,300
Health, Disease, Disorders	5	\$75,752	\$43,000	—	\$68,800	—	\$145,000
Human and Social Services (including youth programs)	8	\$57,297	\$35,672	\$47,500	\$51,500	\$60,925	\$96,000

Office Manager

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	21	\$44,086	\$23,920	\$37,400	\$42,000	\$48,000	\$72,516

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	8	\$37,899	\$23,920	\$30,900	\$35,284	\$43,125	\$59,000
6-10 FT Staff	5	\$45,535	\$37,801	—	\$42,500	—	\$64,375

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	7	\$42,410	\$35,000	\$36,685	\$40,000	\$44,750	\$59,000
\$1 Million to \$2.9 Million	6	\$46,202	\$38,493	\$41,059	\$42,882	\$46,816	\$64,375

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	11	\$44,513	\$30,000	\$36,484	\$40,000	\$51,600	\$72,516

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Office Manager	5	\$12.69	\$11.25	—	\$12.54	—	\$15.00

Secretary / Administrative Support

All Full-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	22	\$34,598	\$20,000	\$28,195	\$34,238	\$41,125	\$49,000

STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	5	\$28,422	\$20,000	—	\$25,500	—	\$44,051
6-10 FT Staff	6	\$39,411	\$26,000	\$34,375	\$41,750	\$44,976	\$49,000

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	6	\$32,260	\$25,000	\$26,015	\$29,780	\$39,125	\$42,000
\$1 Million to \$2.9 Million	7	\$35,859	\$26,000	\$28,844	\$35,360	\$41,484	\$49,000

PRIMARY WORK CLASSIFICATION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Human and Social Services (including youth programs)	16	\$34,738	\$20,000	\$30,290	\$34,238	\$40,375	\$49,000

Budget by Primary Work Classification

HUMAN AND SOCIAL SERVICES BY ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$1 Million to \$2.9 Million	6	\$35,669	\$26,000	\$27,422	\$33,524	\$43,316	\$49,000

Secretary / Administrative Support

All Part-Time Responses

POSITION	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
Secretary / Administrative Support	13	\$15.08	\$9.62	\$12.84	\$15.76	\$16.35	\$22.95

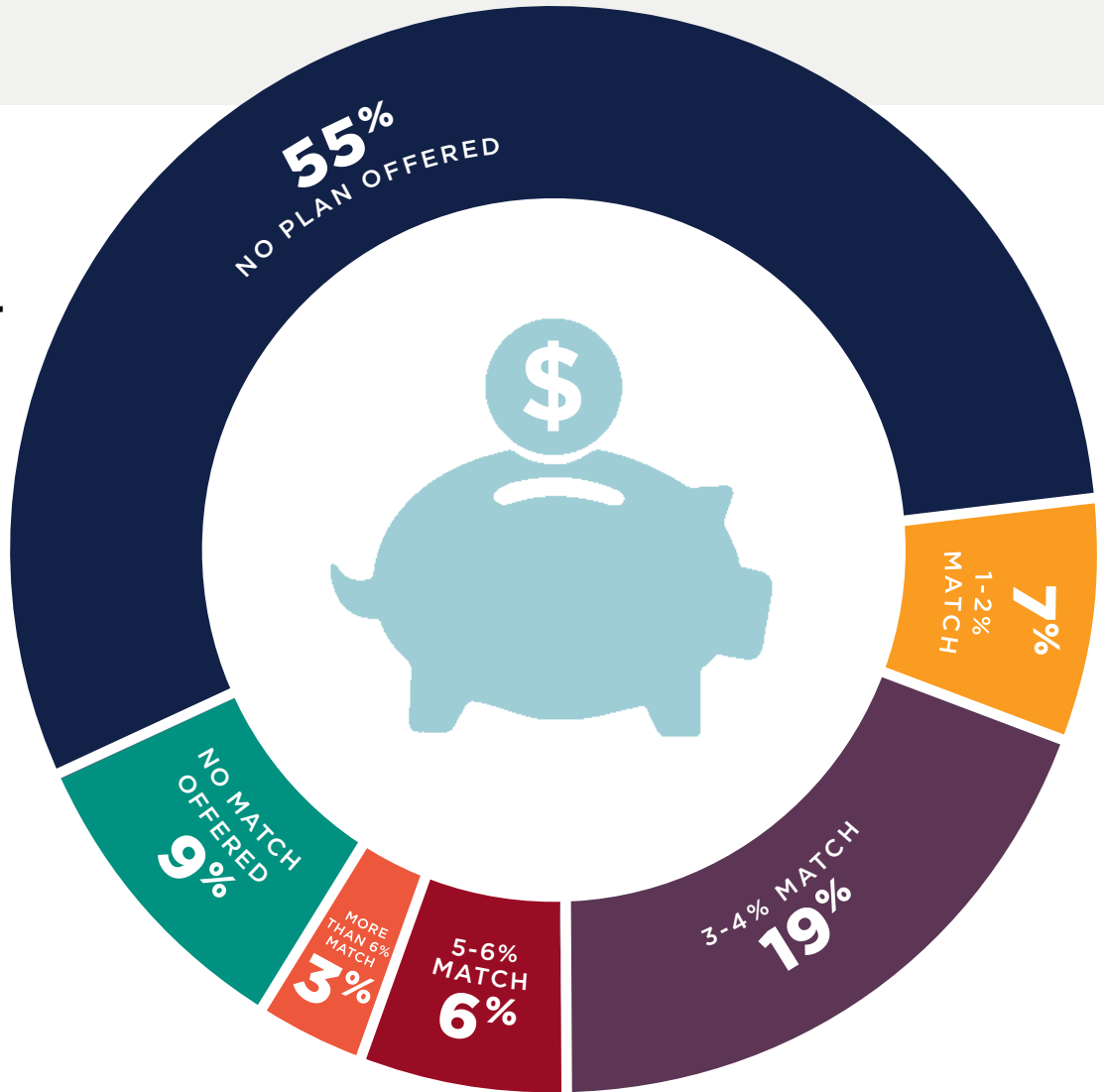
STAFF SIZE	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
1-5 FT Staff	8	\$15.46	\$9.62	\$14.28	\$15.89	\$16.27	\$22.95

ANNUAL BUDGET	BASE SALARY						
	ORG COUNT	AVERAGE	MINIMUM	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	MAXIMUM
\$250,000 - \$999,000	8	\$15.86	\$11.54	\$14.61	\$15.89	\$16.27	\$22.95

Benefits

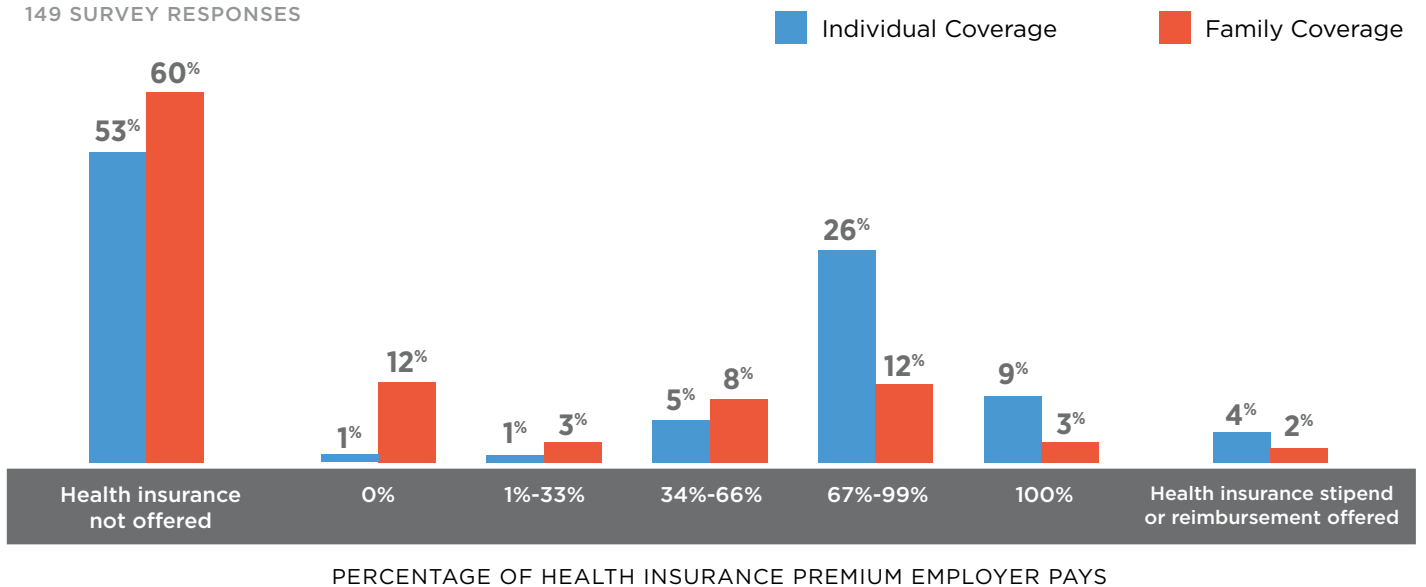
401(k) or 403(b) Plan and Employer Match

148 SURVEY RESPONSES



Share of Full-Time Employee Health Insurance Premium Paid by Organizations

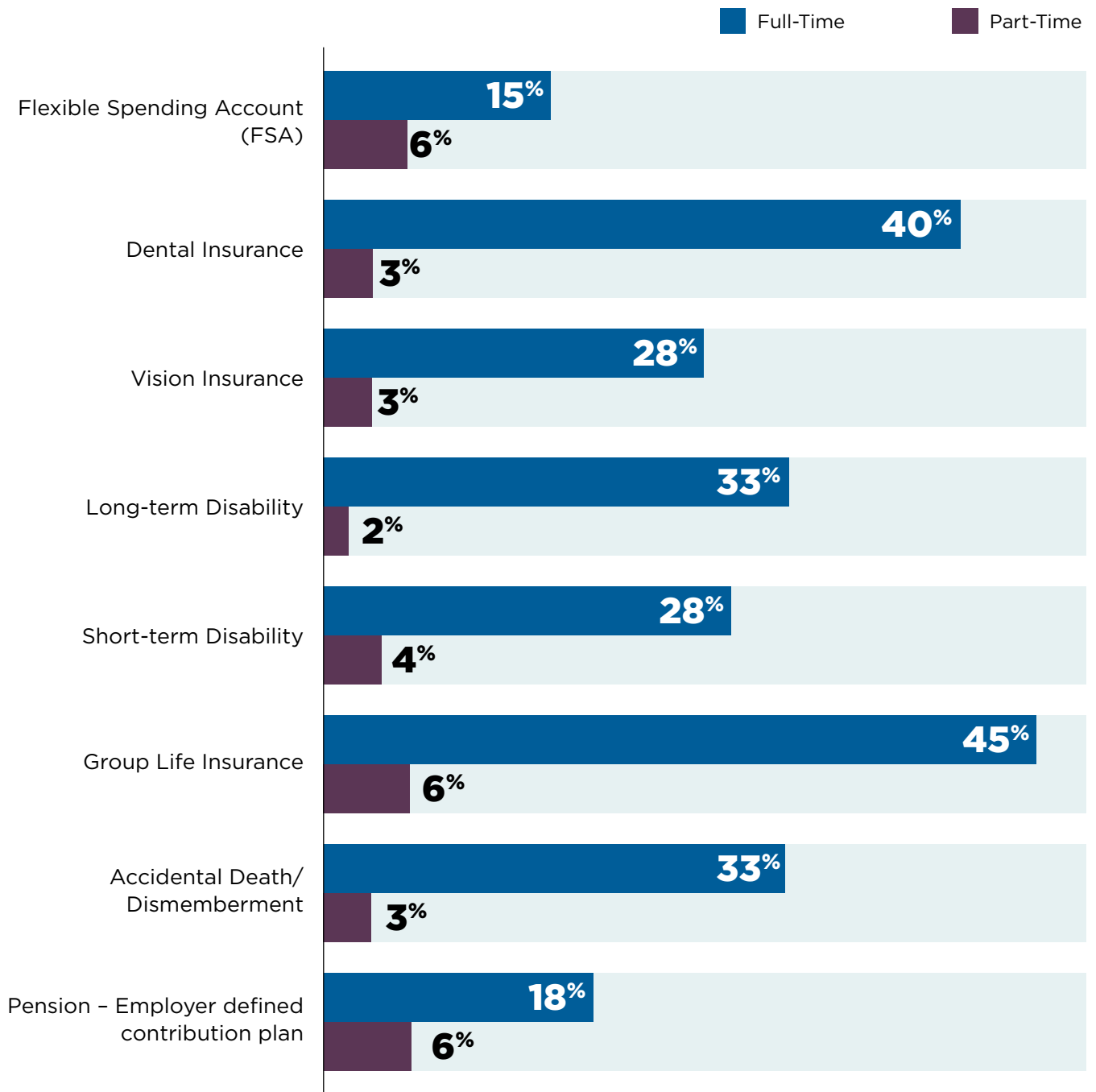
149 SURVEY RESPONSES



Benefits

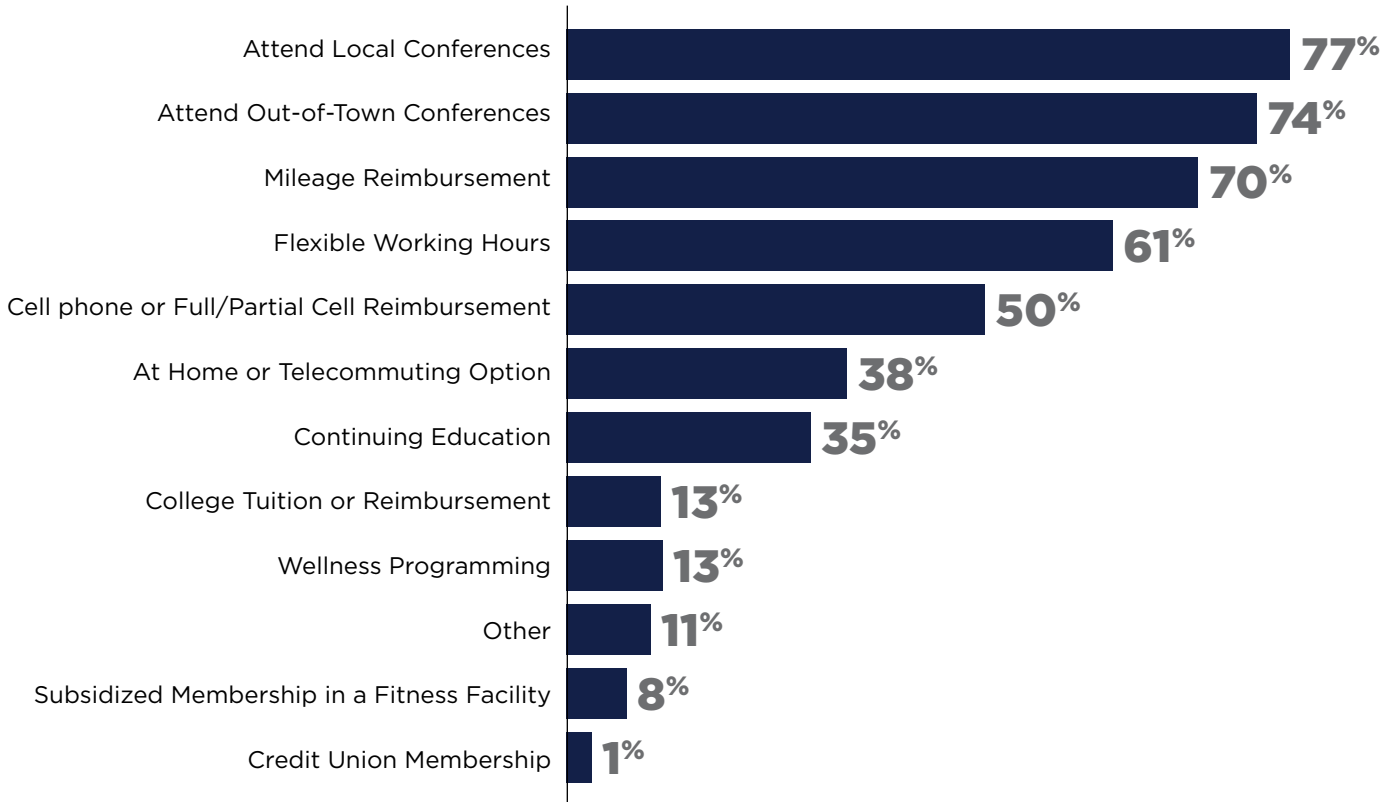
Benefits Offered to Full-Time and Part-Time Staff

144 SURVEY RESPONSES



Additional Benefits or Position Enhancements

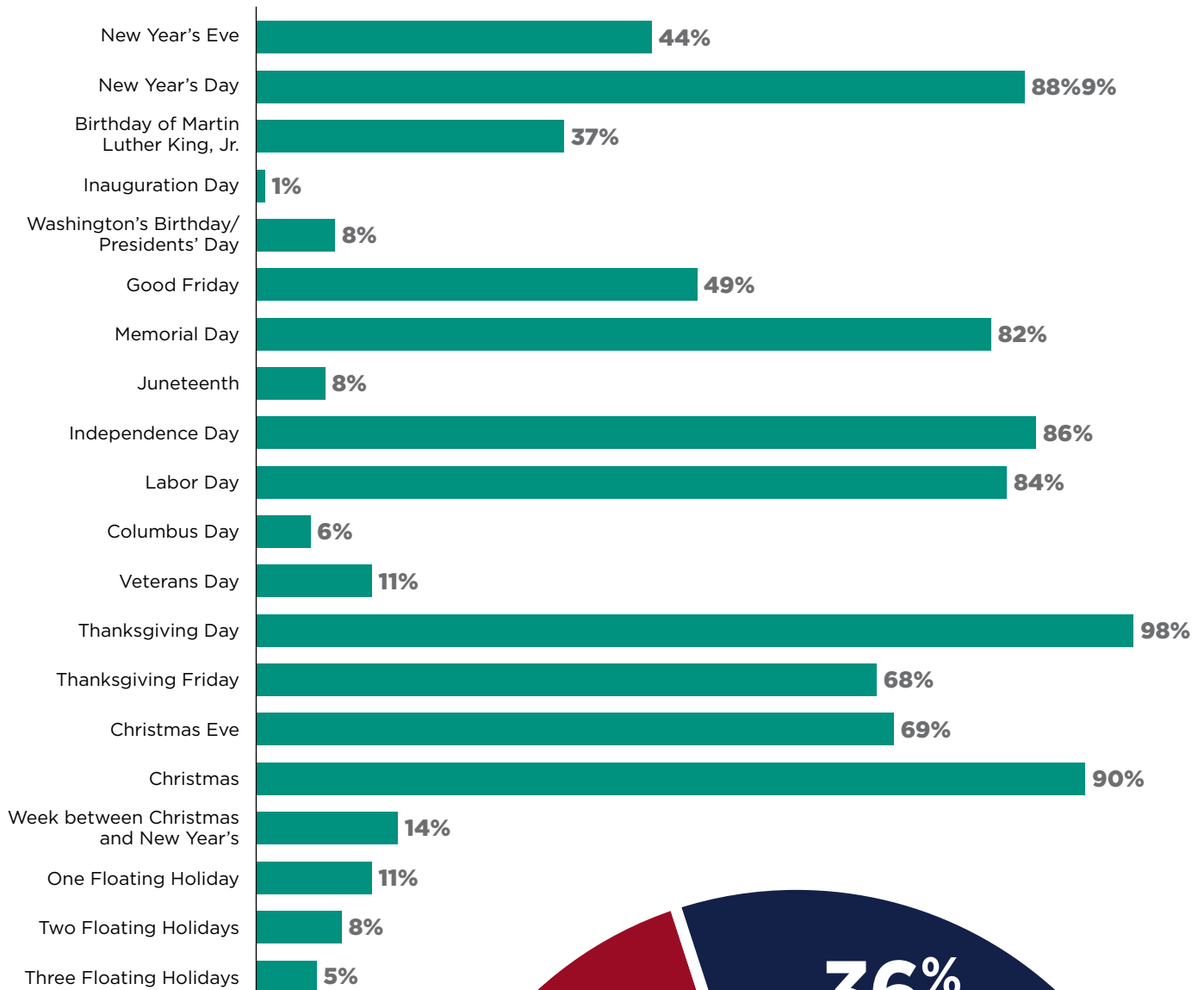
141 SURVEY RESPONSES



Benefits

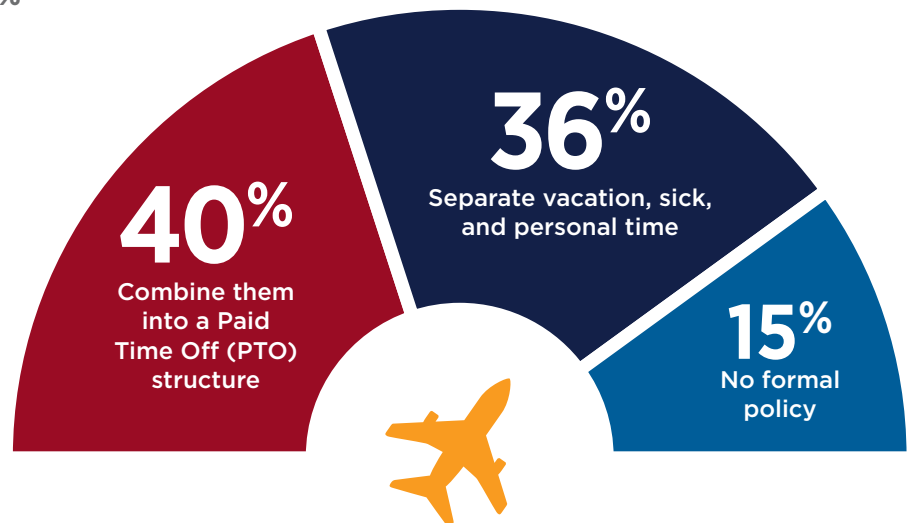
Paid Holidays Organizations Provide

131 SURVEY RESPONSES



Paid Leave Policy

151 SURVEY RESPONSES

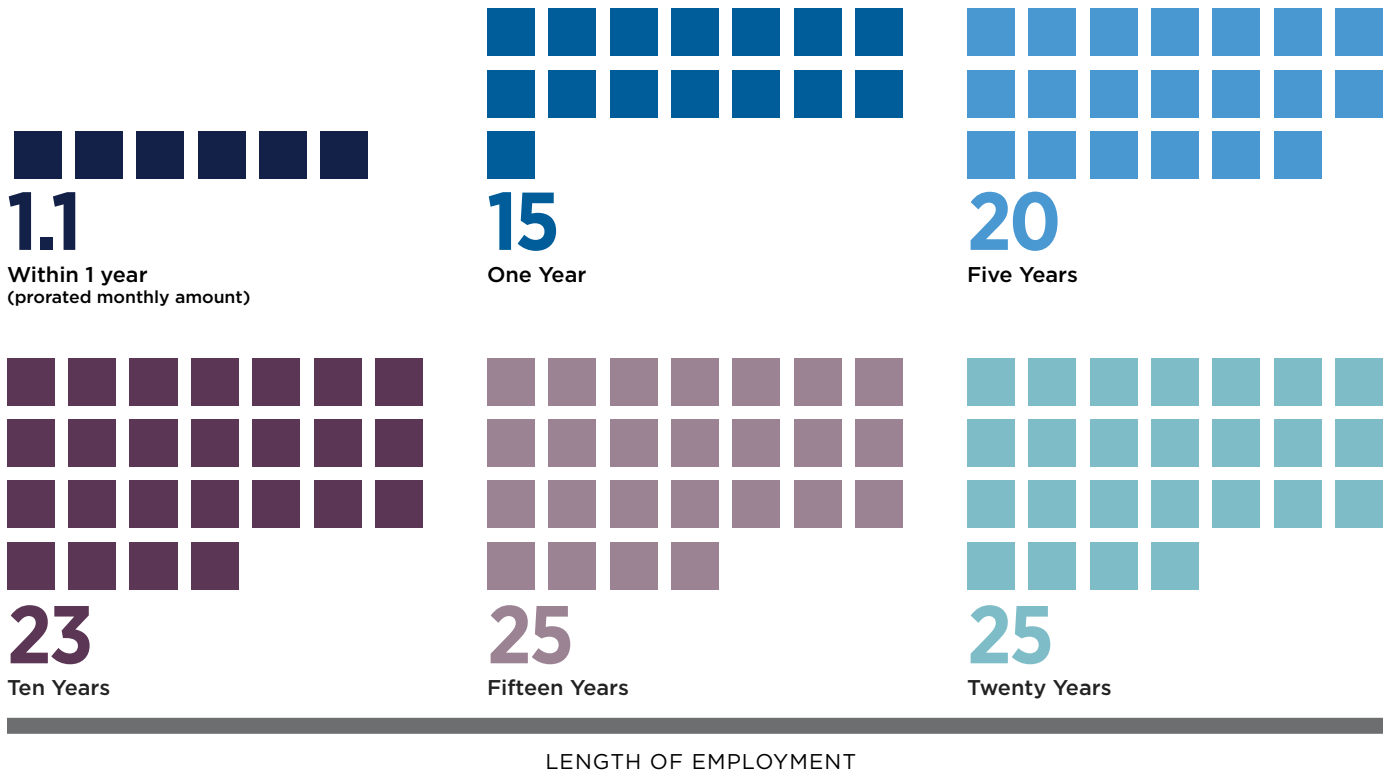


Benefits

Survey said that half of organizations provided traditional sick/personal/vacation days and the other half combine as Paid Time Off (PTO)

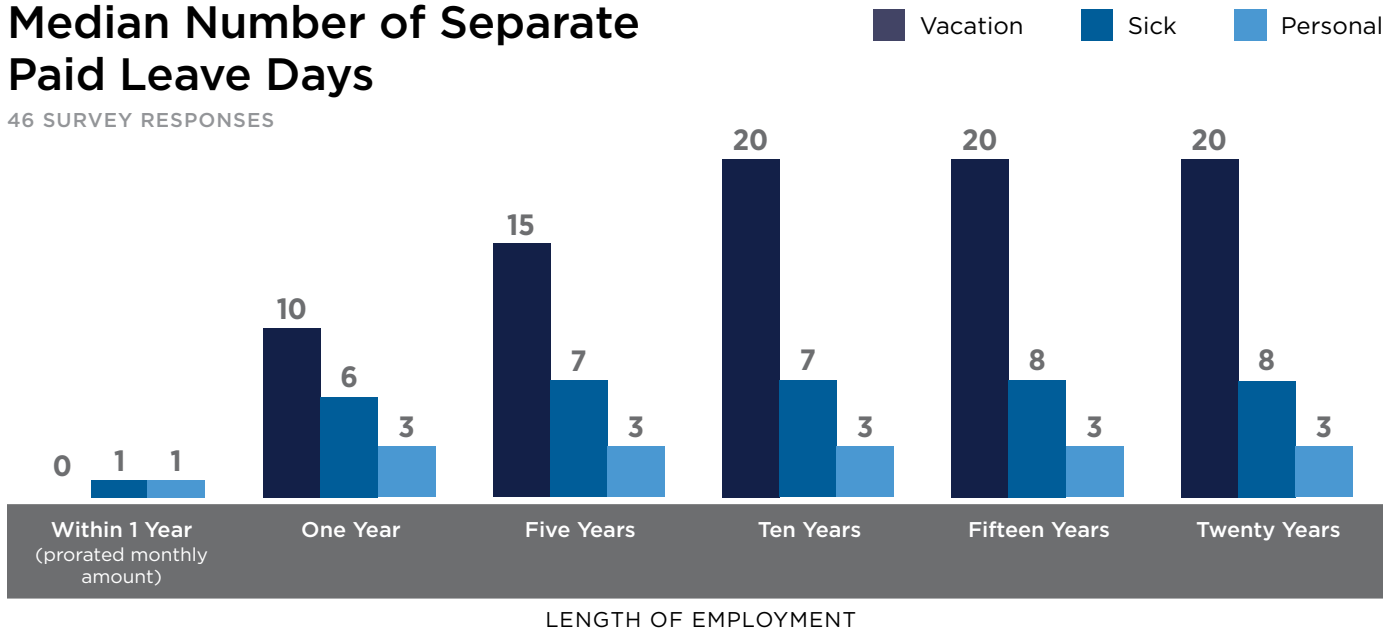
Median Number of Paid Time Off (PTO) Days

54 SURVEY RESPONSES



Median Number of Separate Paid Leave Days

46 SURVEY RESPONSES



Thank you!

Thank you for taking your time to download and use the 2022 Northeast Indiana Nonprofit Salary Survey Report. We hope that it empowers you and your organization to strengthen and to grow your work in northeast Indiana and to attract and retain more capable leaders in nonprofits across our community.

We have assembled this report as a reference document, but recognize that many nonprofit boards and leaders have not seriously discussed staff compensation. Hopefully, this report will raise some important questions and opportunities for conversation. Please share this with board leaders and use the questions from “Applying This Report to Your Organization” on page 4 to encourage discussion at a committee or board meeting.

We recommend one straightforward resource to assist small to mid-sized organizations’ leaders. Our favorite article on the topic is by Jan Masaoka, “How much to pay the executive director,” which is available at blueavocado.org/content/how-much-pay-executive-director. Masaoka is a long-time nonprofit Executive Director, Blue Avocado’s editor and currently the CEO

of the California Association of Nonprofits. Their free nonprofit e-newsletter, Blue Avocado, covers major topics in practical, often humorous terms.

We welcome your input on how the information and insights from this salary survey information can be distributed across our community, ways that you are using it and any changes that could produce better results for future editions.

This fourth edition of the Northeast Indiana Nonprofit Salary Survey was funded by the Community Foundation of Greater Fort Wayne, Alliance for Human Services of NE Indiana, and United Way of Allen County.

Brad Little, President & CEO,
Community Foundation of Greater Fort Wayne

Greg Johnson, Interim CEO/Chief Financial Officer
United Way of Allen County

Steve Hoffman, Board Chair
Alliance for Human Services of NE Indiana



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