

2021

MID-SOUTH
NONPROFIT
COMPENSATION
REPORT



INTRODUCTION FROM OUR CEO

Five years have passed since Momentum Nonprofit Partners (formerly Alliance for Nonprofit Excellence) has offered a compensation report for Mid-South nonprofits. Since 2016, the world has changed dramatically, and you'll see those changes reflected in how we have presented the data in this report. Issues of talent justice, disparities in pay based on gender and race, and the lack of professional development among some key staff members are a few of the new revelations we have included in this report.

Outside of the frustrating but unsurprising disparities in pay based on race and gender, the data revealed in this report gave us pause multiple times. Why are administrative staff and development staff being developed far less than CEOs or program staff? Why are nonprofits finding it difficult to retain program staff? Why are so many average salaries well below \$15 per hour or \$31,200 per year?



Kevin Dean, Ed.D.
Chief Executive Officer
Momentum Nonprofit Partners

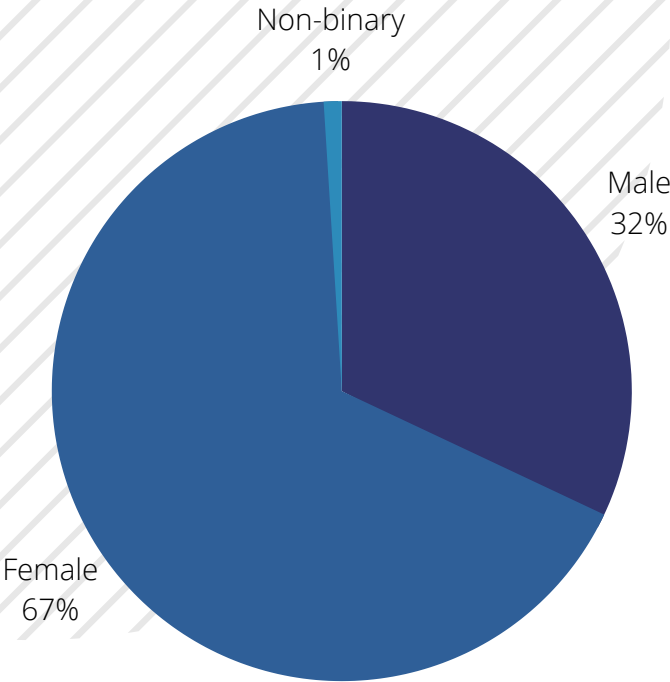
We hope that this compensation report provides helpful guidance for board members and executive staff to better determine staff salaries. This report also serves as a bellwether for policy changes in our Mid-South nonprofits that better support our employees and, in turn, better support the communities that Mid-South nonprofits serve.

If you have any questions about this report, don't hesitate to reach out to us at Momentum Nonprofit Partners for additional guidance.

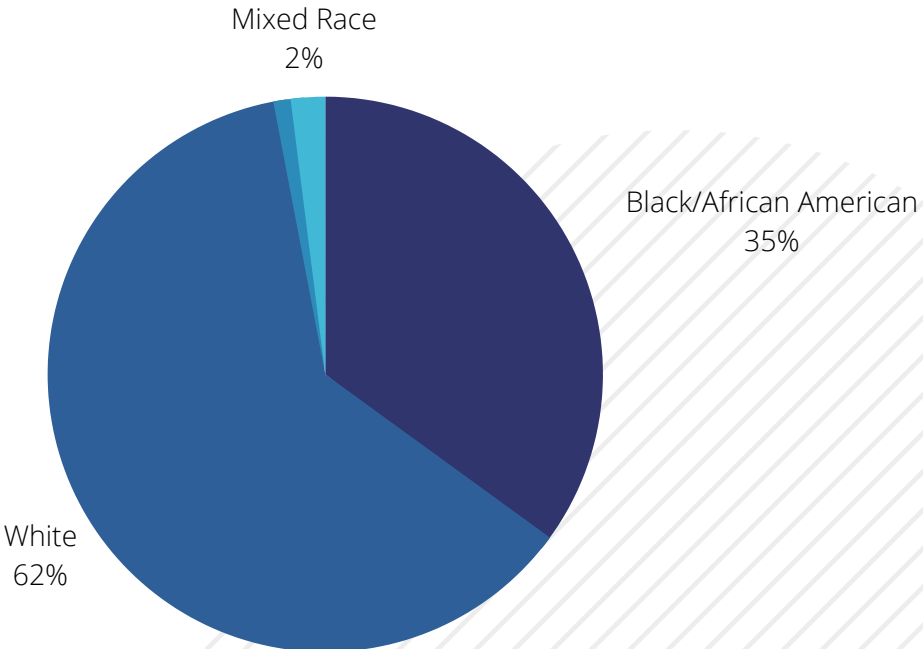
ORGANIZATIONAL PROFILES

169 PARTICIPATING MID-SOUTH NONPROFIT ORGANIZATIONS

Gender Identity of CEO

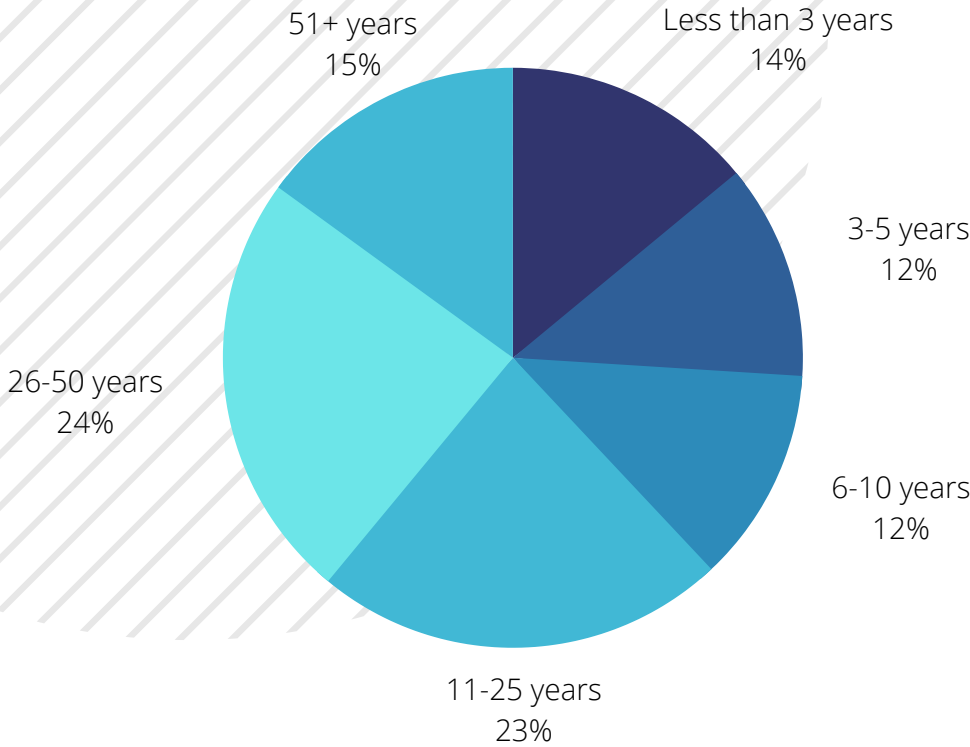


Racial Identity of CEO

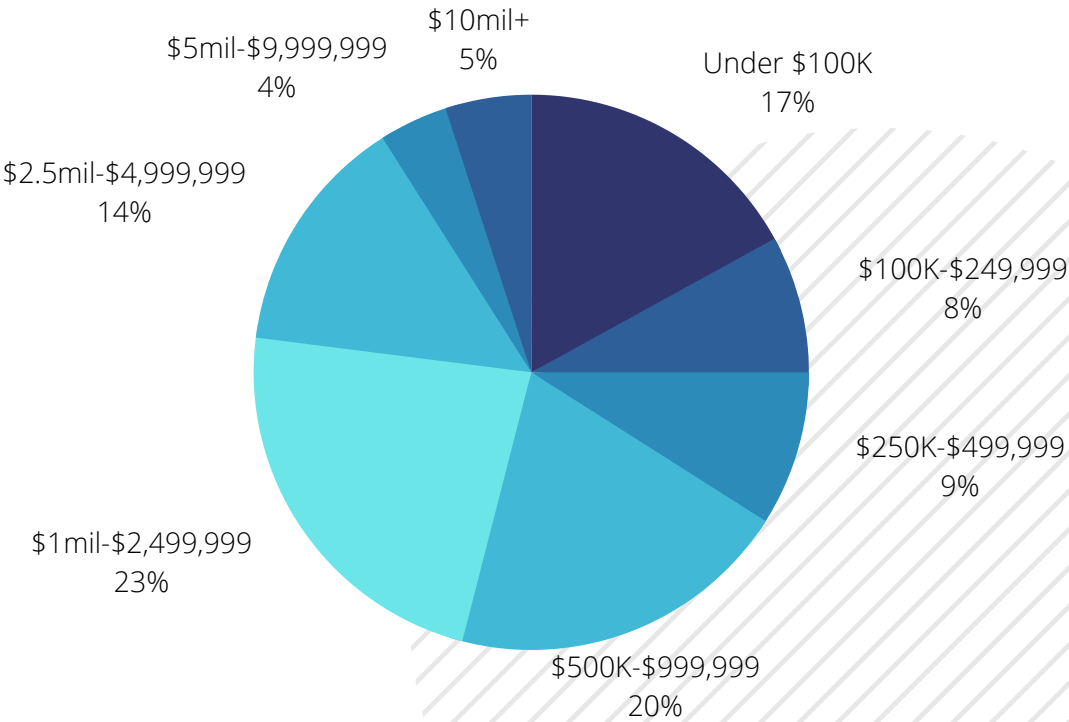


ORGANIZATIONAL PROFILES

Years in operation



Annual Budget



STAFFING IN 2021

Organizations With
Layoffs of More Than
Half of Staff



4%

Organizations Without
Layoffs in 2021

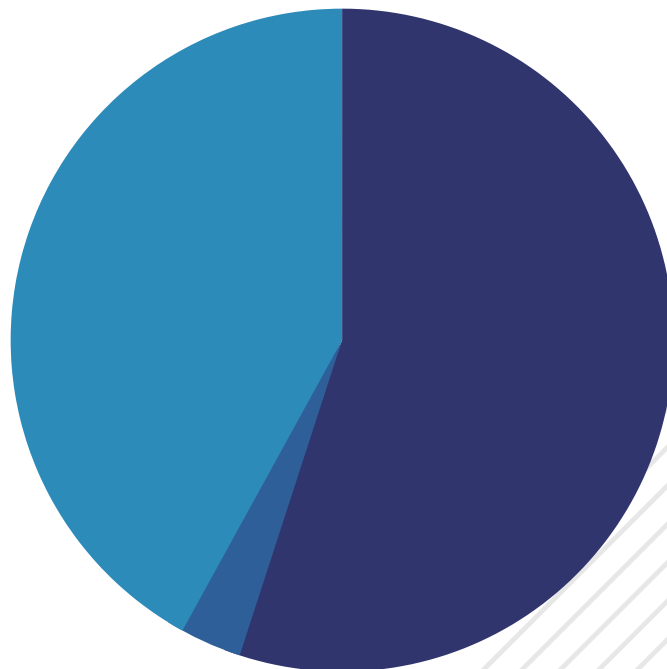


75%

Food for thought: More than 1 million nonprofit jobs were lost nationally in 2020 due to the COVID-19 pandemic.

Staff Size Changes in 2021

Staying the Same
42%

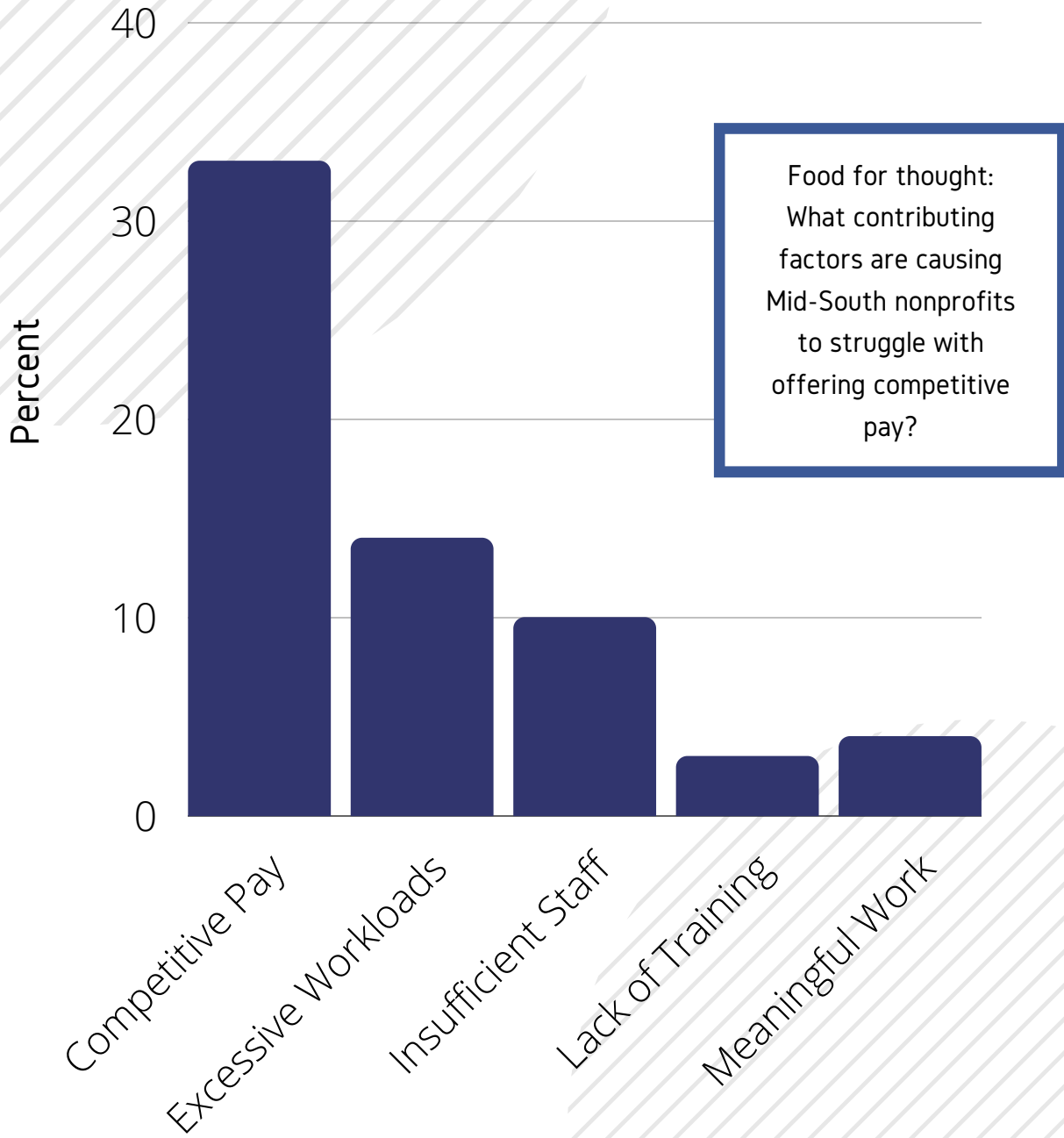


Increasing
55%

Decreasing
3%

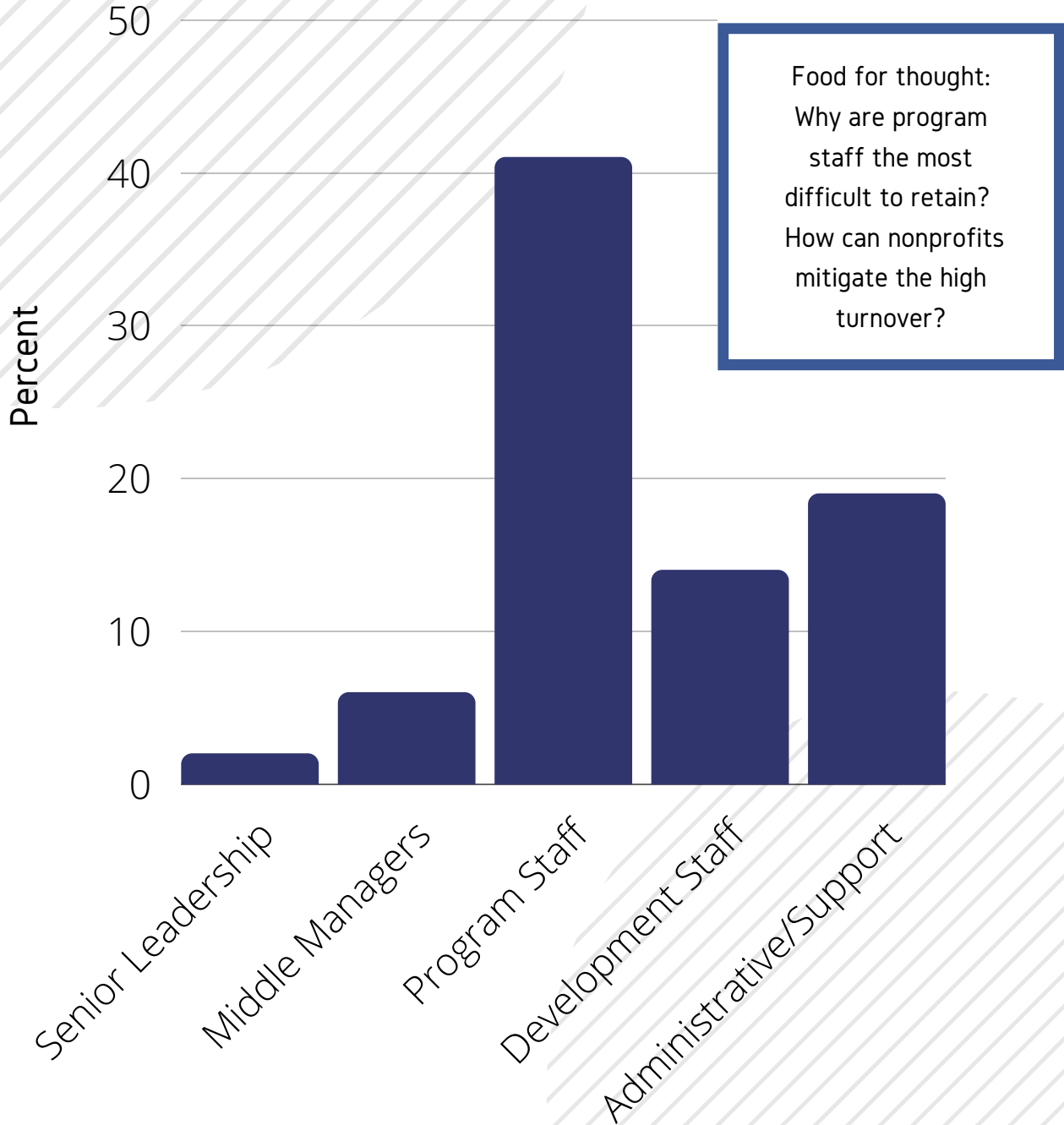
STAFF RETENTION

What Organizations Say Are the Biggest Challenges to Staff Retention



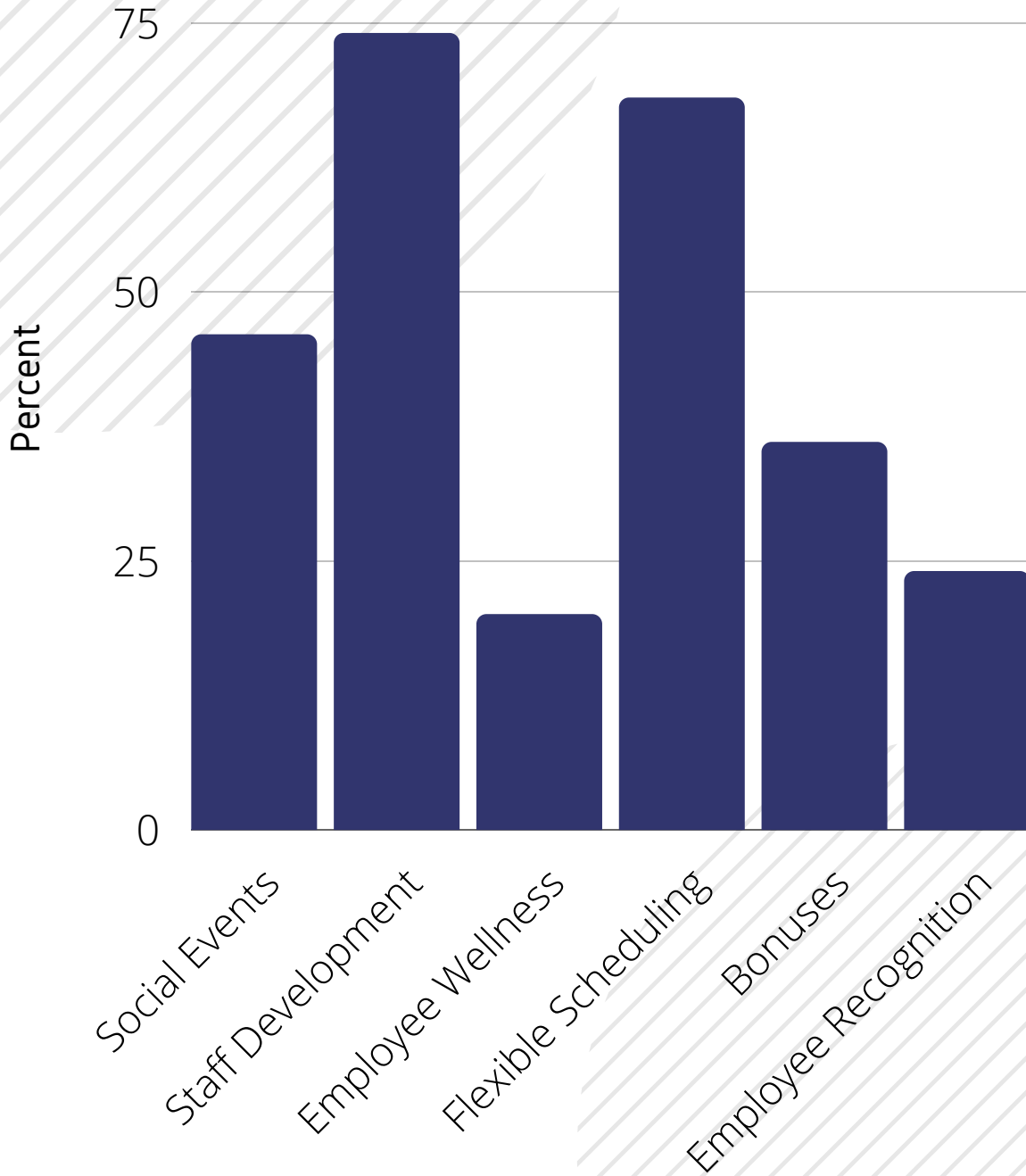
STAFF RETENTION

The Staff Positions Organizations Say Are Most Difficult Positions to Retain



STAFF RETENTION

How Organizations Try to Retain Their Staff



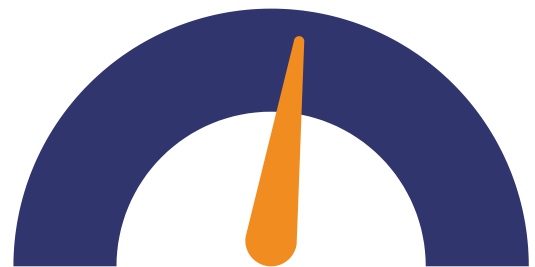
BENEFITS: HEALTH INSURANCE

Percentage of Organizations
Providing Health Insurance



65%

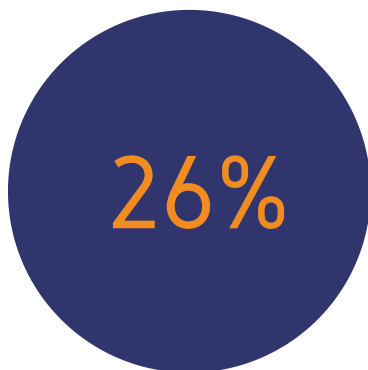
Percentage of Organizations with
Health Insurance Increases in 2021



54%

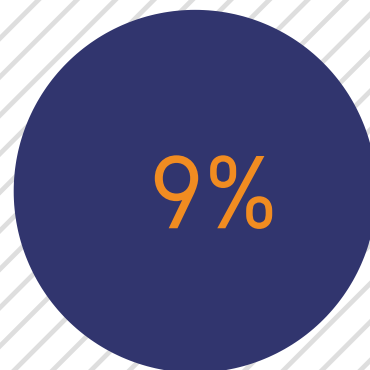
Food for thought: Where are the other 35% of nonprofit employees receiving their health insurance, if at all?

Percentage of Organizations
Requiring Their Employees to Pay
More for Their Share



26%

Average Health Insurance Increase
in 2021



9%

OTHER BENEFITS OFFERED

Dental Insurance



83%

Of those that provided health insurance

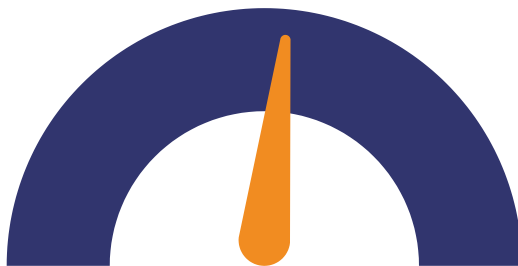
Vision Insurance



79%

Of those that provided health insurance

Flexible Paid Time Off



53%

Retirement Plan



64%

Employer Match Retirement



53%

OTHER BENEFITS OFFERED

Disability Insurance



57%

Life Insurance



69%

Housing for Employees



4%

Daycare for Employees' Children



2%

Parental Leave



35%

PROFESSIONAL DEVELOPMENT

Professional Development Opportunities Offered to Staff

Local Workshops



88%

Out-of-Area Conferences



65%

Internal Mentoring



24%

External Mentoring



29%

Tuition Reimbursement



12%

Cross-Training



31%

PROFESSIONAL DEVELOPMENT

Professional Development Opportunities Offered by Staff Position

CEOs



96%

Middle Managers



75%

Program Staff



82%

Development Staff



60%

Administrative Staff



63%

Food for thought: Why are development and administrative staff being professionally developed so much less than other positions?

TALENT JUSTICE

Organizations with Positions
Paid Below \$15 Per Hour



41%

Organizations That Do Not Pay
Their Interns



61%

Pay Increases in the Last Five Years

CEO



78%

Staff Leadership



70%

Administrative Staff



71%

WHY \$15/HOUR MATTERS

In the nonprofit sector, we are constantly fighting for the dignity of those seeking support and advocating for their economic mobility. But how often do we fight the same fight for our own staff members? To unravel a structure as oppressive as economic injustice, we must first be introspective and model the change we want to see in the world.

We know that paying a fair wage is not a new or emerging fight, but it is one that needs to be moved up the priority list, for one reason: to acknowledge every person has the right to a livable wage. **As leaders, we are accountable to our teams to perpetuate systems and opportunities that are equitable.** We cannot be complicit in perpetuating the scarcity mindset that often leads to low wages for employees. Nonprofit professionals work diligently to combat the struggles faced by those that seek support and we have a responsibility to ensure that they are compensated appropriately.

The nonprofit sector is driven by passion for the work, and its professionals often feel compelled to serve. Nonprofit employees know that their jobs probably won't have the luster of their for-profit counterparts. However, professionals in the sector should not have to compromise their own peace of mind and financial stability while responding to the community's most complex challenges. We show up to do the work because we feel a sense of responsibility to contribute to the greater good.

Paying a competitive wage not only provides a better life for nonprofit employees, but it also benefits the operations of the organization. **Retaining an employee under respectable conditions actually costs far less than constant recruitment and training, which preserves institutional knowledge, ensures continuity of programming, and improves overall impact.** We hope that this report will prompt dialogue within your organizations, with your boards, staff, and executive leadership.



HOW GENDER IMPACTS COMPENSATION, CULTURE, AND BENEFITS

National reports have found that there are still significant differences between the compensation of males and females. A national compensation study conducted by Candid revealed the median compensation of female CEOs is lower than that of males at organizations of all sizes. In our study, we found differences not only in wages but also in how gender impacts organizational culture and benefits.

Organization Size and Budget

- Women are slightly more likely to be leaders of grassroots organizations than men.
- Women are nearly twice as likely to serve as the CEOs of organizations with budgets between \$250,000 and \$1,000,000.
- Men are more than two times as likely to serve as CEOs of organizations with budgets above \$2,500,000.

CEO Compensation

- Compensation of female CEOs lags behind that of male CEOs in organizations with budgets of \$250,000 or more.
- Male CEOs are slightly more likely to have given raises to staff leadership, program staff, and administrative staff in the last five years.

Organizational Culture

- Female CEOs are twice as likely to strategically utilize employee retention strategies.
- Female CEOs are twice as likely to have a difficult time retaining development/fundraising staff.
- Male CEOs are more likely to struggle to retain program staff than female CEOs.
- Male CEOs are slightly more likely to pay their interns than female CEOs.
- Male CEOs are less likely to host organization-wide celebrations or social gatherings.

Employee Benefits

- Female CEOs are twice as likely to provide professional development opportunities for their staff compared to male CEOs.
- Female CEOs are three times as likely to budget 5% or more of their budget to professional development than male CEOs.

The Gender Compensation Gap in Mid-South Nonprofit Organizations

Organization budget	Average male CEO salary	Average female CEO salary
\$250,000 - \$499,000	\$60,412	\$58,998
\$500,000 - \$999,000	\$91,677	\$86,036
\$1,000,000 - \$2,499,999	\$132,921	\$110,401
\$2,500,000 - \$4,999,999	\$154,039	\$136,825
\$5,000,000 +	\$186,563	\$158,121

HOW RACE IMPACTS COMPENSATION, CULTURE, AND BENEFITS



Despite the national reckoning that has occurred regarding racial disparities, there are still differences in compensation, culture, and benefits based on the racial identity of the CEO. This study captured the racial identity of nonprofit CEOs, but the study did not capture the racial identity of other employees. According to the 2020 Race to Lead brief by Building Movement Project, people of color were more likely than their white counterparts to report that their salary fell within the survey's lowest salary range of less than \$50,000 annually.

Organization Size and Budget

- Black-led organizations are six times as likely to be in operation for less than three years compared to White-led organizations
- Black-led organizations typically have smaller budgets than White-led organizations.

CEO Compensation

- Black female CEOs are paid 11% less than Black male CEOs.
- There is no significant difference in compensation based on race for organizations with budgets under \$2,500,000.
- For organizations with budgets over \$2,500,000, Black CEOs are paid 17% less than White CEOs on average.

Organizational Culture

- White-led organizations are twice as likely to have trouble retaining employees due to excessive workloads compared to Black-led organizations.
- White-led organizations are twice as likely to struggle with retaining development staff.
- Black-led organizations are less likely to offer professional development opportunities for staff compared to White-led organizations.



COMPENSATION INFORMATION FAQ

A total of 169 Memphis-area nonprofits participated in our 2021 Mid-South Nonprofit Compensation Report. Organizations ranged from small, grassroots startups to massive, national organizations.

Why aren't all the positions and employment levels listed?

- To ensure that this study provided compelling data, we chose to only include the salary breakdowns for positions with seven or more responses. In a few instances, we used a random sample 990s taken from the LIVEGIVEmidSouth website to include where a larger sample size was needed.
- Executive-level salary data is important for recruiting talent at the top levels of the organization. Where local data was unavailable, we included national data.

Should I use the average salary, median salary, or maximum salary as the basis for decision-making within my organization?

- We encourage you to use all three figures listed in our compensation report to make your decisions. There is rarely a prescriptive formula for compensation, but these three figures should provide some guidance on what a salary should look like.

Why didn't you break down all staff positions by budget size?

- Executive-level salaries often correlate with the budget size, but the correlation occurs less in other positions.

Couldn't the data be skewed by salaries that were too high or too low?

- We accounted for "outlier" salaries that could skew the data. If a salary was well outside the range, we eliminated it from the analysis.
- Both average and median scores do not include the "outlier" salaries that are out of range.

Why isn't data disaggregated for other gender identities, races, and ethnicities?

- We simply didn't have enough information that provided valid data. The lack of substantive representation by other groups carries its own implications for the sector, though!

COMPENSATION

CHIEF EXECUTIVE OFFICER

Budget Size: Under \$100,000



Budget Size: \$100,000 - \$249,999



Budget Size: \$250,000 - \$499,999



COMPENSATION

CHIEF EXECUTIVE OFFICER

Budget Size: \$500,000 - \$999,999



Budget Size: \$1,000,000 - \$2,499,999



Budget Size: \$2,500,000 - \$4,999,999



COMPENSATION

CHIEF EXECUTIVE OFFICER

Budget Size: \$5,000,000 - \$9,999,999

Average Salary
\$165,800

Median Salary
\$150,000

Maximum Salary
\$302,000

Budget Size: \$10,000,000 - \$24,999,999

Average Salary
\$189,812

Median Salary
\$150,000

Maximum Salary
\$325,000

Budget Size: \$25,000,000+*

Average Salary
\$371,961

Median Salary
\$289,584

Maximum Salary
\$617,555

**Cited with permission from the [Candid Nonprofit Compensation Report](#)

COMPENSATION

EXECUTIVE VICE PRESIDENT

Budget Size: \$1,000,000 - \$2,499,999

Average Salary
\$88,333

Median Salary
\$80,000

Maximum Salary
\$98,000

Budget Size: \$2,500,000 - \$4,999,999

Average Salary
\$92,866

Median Salary
\$83,677

Maximum Salary
\$130,000

Budget Size: \$5,000,000+*

Average Salary
\$172,462

Median Salary
\$162,465

Maximum Salary
\$273,065

**Cited with permission from the [Candid Nonprofit Compensation Report](#)

COMPENSATION

CHIEF OPERATIONS OFFICER

Budget Size: \$1,000,000 - \$2,499,999

Average Salary
\$76,363

Median Salary
\$66,000

Maximum Salary
\$110,000

Budget Size: \$2,500,000 - \$4,999,999

Average Salary
\$118,291

Median Salary
\$105,650

Maximum Salary
\$153,000

Budget Size: \$5,000,000+*

Average Salary
\$156,416

Median Salary
\$137,712

Maximum Salary
\$244,244

*Cited with permission from the [Candid Nonprofit Compensation Report](#)

COMPENSATION

CHIEF FINANCIAL OFFICER

Budget Size: \$1,000,000 - \$2,499,999

Average Salary
\$98,949

Median Salary
\$82,250

Maximum Salary
\$180,300

Budget Size: \$2,500,000 - \$4,999,999

Average Salary
\$100,071

Median Salary
\$96,250

Maximum Salary
\$185,000

Budget Size: \$5,000,000+*

Average Salary
\$129,413

Median Salary
\$116,990

Maximum Salary
\$197,519

*Based on Guidestar national compensation study

COMPENSATION

CHIEF DEVELOPMENT OFFICER

Budget Size: \$1,000,000 - \$2,499,999

Average Salary
\$72,974

Median Salary
\$66,889

Maximum Salary
\$85,000

Budget Size: \$2,500,000 - \$4,999,999

Average Salary
\$91,500

Median Salary
\$80,666

Maximum Salary
\$127,500

Budget Size: \$5,000,000+

Average Salary
\$92,851

Median Salary
\$87,650

Maximum Salary
\$139,000

COMPENSATION

ADMINISTRATIVE

Office Manager

Average Salary
\$42,332

Median Salary
\$36,135

Maximum Salary
\$70,000

Executive Assistant

Average Salary
\$42,397

Median Salary
\$39,001

Maximum Salary
\$60,000

Administrative Assistant

Average Salary
\$34,072

Median Salary
\$27,000

Maximum Salary
\$64,260

COMPENSATION

ADMINISTRATIVE/PUBLIC POLICY

Receptionist

Average Salary
\$28,004

Median Salary
\$24,050

Maximum Salary
\$40,290

Director of Public Policy

Average Salary
\$77,671

Median Salary
\$63,501

Maximum Salary
\$110,000

Director of Government Affairs

Average Salary
\$81,146

Median Salary
\$76,500

Maximum Salary
\$120,000

COMPENSATION

COMMUNICATIONS

Director of Communications

Average Salary
\$67,975

Median Salary
\$63,098

Maximum Salary
\$114,750

Assistant Director of Communications

Average Salary
\$50,668

Median Salary
\$47,850

Maximum Salary
\$58,000

Manager of Communications

Average Salary
\$47,136

Median Salary
\$41,946

Maximum Salary
\$78,000

COMPENSATION

COMMUNICATIONS

Communications Coordinator

Average Salary
\$41,037

Median Salary
\$35,621

Maximum Salary
\$55,000

Social Media Coordinator

Average Salary
\$34,832

Median Salary
\$31,000

Maximum Salary
\$60,000

Graphic Designer

Average Salary
\$45,046

Median Salary
\$37,050

Maximum Salary
\$64,000

COMPENSATION

COMMUNITY ENGAGEMENT

Director of Community Outreach/Engagement

Average Salary
\$52,894

Median Salary
\$45,705

Maximum Salary
\$95,000

Community Organizer

Average Salary
\$42,865

Median Salary
\$39,825

Maximum Salary
\$54,075

Grassroots Community Organizer

Average Salary
\$26,021

Median Salary
\$21,500

Maximum Salary
\$35,500

COMPENSATION

EDUCATION

Director of Education

Average Salary
\$59,521

Median Salary
\$47,250

Maximum Salary
\$100,000

Instructor/Teacher

Average Salary
\$39,797

Median Salary
\$36,028

Maximum Salary
\$80,000

Teaching Assistant

Average Salary
\$25,030

Median Salary
\$20,000

Maximum Salary
\$35,000

COMPENSATION

FACILITIES

Facilities Manager

Average Salary
\$46,078

Median Salary
\$40,500

Maximum Salary
\$78,000

Groundskeeper

Average Salary
\$29,847

Median Salary
\$22,500

Maximum Salary
\$37,666

Custodian

Average Salary
\$30,604

Median Salary
\$26,500

Maximum Salary
\$41,600

COMPENSATION

FINANCE

Director of Finance

Average Salary
\$60,532

Median Salary
\$55,014

Maximum Salary
\$100,000

Accounting Manager

Average Salary
\$56,008

Median Salary
\$41,805

Maximum Salary
\$69,000

Accounting Supervisor

Average Salary
\$45,833

Median Salary
\$38,134

Maximum Salary
\$62,000

COMPENSATION

FINANCE

Senior Accountant

Average Salary
\$56,916

Median Salary
\$50,715

Maximum Salary
\$74,500

Accountant

Average Salary
\$42,332

Median Salary
\$35,550

Maximum Salary
\$57,000

Bookkeeper

Average Salary
\$36,479

Median Salary
\$34,500

Maximum Salary
\$52,000

COMPENSATION

FUNDRAISING

Director of Development

Average Salary
\$69,075

Median Salary
\$60,000

Maximum Salary
\$120,000

Development Manager

Average Salary
\$54,214

Median Salary
\$48,000

Maximum Salary
\$93,000

Special Events Manager

Average Salary
\$44,652

Median Salary
\$40,500

Maximum Salary
\$65,000

COMPENSATION

FUNDRAISING

Development Associate

Average Salary
\$39,761

Median Salary
\$36,588

Maximum Salary
\$53,000

Grant Writer

Average Salary
\$45,358

Median Salary
\$36,776

Maximum Salary
\$58,000

Learn more about the nonprofit sector at
momentumnonprofit.org/research

COMPENSATION

HUMAN RESOURCES/ INFORMATION TECHNOLOGY

Human Resources Manager



Human Resources Assistant



Director of Information Technology



COMPENSATION

MARKETING

Director of Marketing

Average Salary
\$82,950

Median Salary
\$65,138

Maximum Salary
\$150,000

Marketing Manager

Average Salary
\$49,940

Median Salary
\$45,550

Maximum Salary
\$62,000

Marketing Coordinator

Average Salary
\$40,750

Median Salary
\$40,025

Maximum Salary
\$50,000

COMPENSATION

MEDICAL SERVICES

Medical Services Director

Average Salary
\$72,930

Median Salary
\$67,500

Maximum Salary
\$89,000

Clinical Director

Average Salary
\$65,800

Median Salary
\$58,788

Maximum Salary
\$110,000

Registered Nurse

Average Salary
\$60,178

Median Salary
\$52,000

Maximum Salary
\$81,890

COMPENSATION

MENTAL HEALTH SERVICES

Mental Health Counselor

Average Salary
\$58,118

Median Salary
\$52,750

Maximum Salary
\$90,000

Case Manager

Average Salary
\$41,266

Median Salary
\$40,250

Maximum Salary
\$56,000

Job hunting? Check out our job board at
momentumnonprofit.org

COMPENSATION

PROGRAM ADMINISTRATION

Program Director

Average Salary
\$60,364

Median Salary
\$55,000

Maximum Salary
\$125,000

Program Manager

Average Salary
\$50,886

Median Salary
\$42,500

Maximum Salary
\$88,808

Program Coordinator

Average Salary
\$42,565

Median Salary
\$40,000

Maximum Salary
\$71,000

COMPENSATION

SOCIAL SERVICES

Licensed Social Worker

Average Salary
\$50,308

Median Salary
\$46,888

Maximum Salary
\$75,000

Social Worker

Average Salary
\$43,582

Median Salary
\$36,416

Maximum Salary
\$55,166

Check out our upcoming events at
momentumnonprofit.org/calendar

COMPENSATION

VOLUNTEER MANAGEMENT

Director of Volunteers

Average Salary
\$45,025

Median Salary
\$35,000

Maximum Salary
\$65,000

Volunteer Manager

Average Salary
\$41,266

Median Salary
\$37,662

Maximum Salary
\$53,000

Check out our blog at
momentumnonprofit.org/blog