



THE SYCAMORE INSTITUTE

2024 Tennessee Nonprofit Compensation Survey

The Tennessee Nonprofit Network has engaged the Sycamore Institute to conduct and analyze the results of this survey.

Thank you for participating in the 2024 Tennessee Nonprofit Compensation Survey. This survey aims to collect valuable data on Tennessee's nonprofit sector—including information executive leadership demographics, staff compensation, employee benefits, and workforce retention. The insights gathered from this survey will provide a comprehensive overview of nonprofit compensation practices in Tennessee.

Your contributions to this resource will help yours and other nonprofits benchmark their compensation structures, ensure fair and competitive pay, and attract and retain talented staff. The results will enable organizations to make informed decisions, promote equity, and build a stronger and more effective nonprofit community in Tennessee. And by filling out this survey, you will also gain FREE access to the results.

Below is a preview of the survey questions to help you prepare your responses. You can download an optional worksheet to compile the requested staff salary information from [this link](#).

1. Organizational Information

Your responses to this survey will remain strictly confidential. All data collected will be reported in aggregate form only. No individual responses will be disclosed or identifiable. We value your privacy and appreciate your candid feedback. Thank you for your participation.

*** 1. Please provide the following information. Your free copy of the compensation study results will be shared with the email address provided.**

Organization Name _____
Your Name _____
Your Title _____
Your Email Address _____

*** 2. Please enter the following information about your organization. Enter whole numbers with no decimals, symbols, or punctuation. Exclude any consultants/contractors from employee/volunteer counts. Enter a 0 if the item is not applicable.**

Total Annual Budget _____
Total Year-Round, Full-Time Employees _____
Total Part-Time and/or Seasonal Employees _____
Years in Operation _____

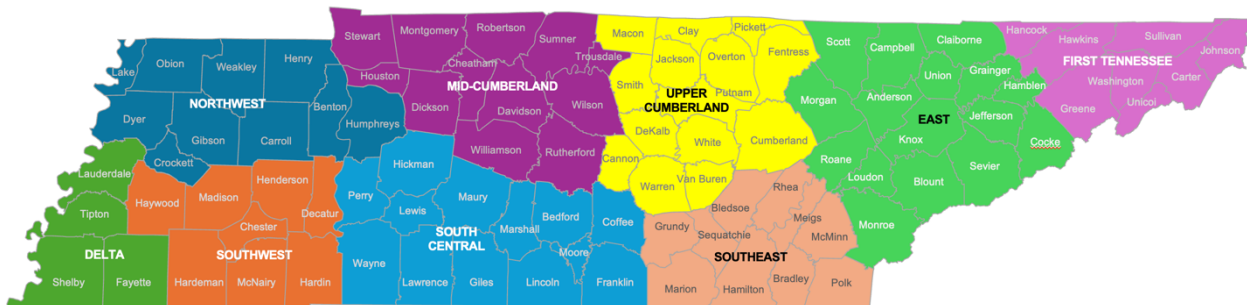
* 3. To which subsector does your organization belong?

- Arts, Culture, and Humanities
- Child Care
- Community/Civic Engagement
- Education (excluding higher education)
- Environment and Animal Welfare
- Health Care
- Higher Education
- Other (please specify) _____
- Housing
- Human Services
- International
- Mental Health
- Public/Societal Benefit
- Religion
- Research

* 4. In what county is the organization's headquarters located? _____

* 5. How many employees primarily perform their duties in each region?

Enter whole numbers with no decimals, symbols, or punctuation.



- _____ **Northwest TN** (Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, Weakley)
- _____ **Mid-Cumberland** (Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Sumner, Stewart, Trousdale, Williamson, Wilson)
- _____ **Upper Cumberland** (Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White)
- _____ **East** (Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, Union)
- _____ **First Tennessee** (Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, Washington)
- _____ **Southeast** (Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea)
- _____ **South Central** (Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, Wayne)
- _____ **Southwest** (Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy)
- _____ **Delta** (Fayette, Lauderdale, Shelby, Tipton)
- _____ **Other/Out-of-State**

* 6. Select each region that contains your organization's service area (i.e., where the organization delivers services or where the organization's target audience is located). Check all that apply.

- Statewide**
- Northwest TN** (Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion, Weakley)
- Mid-Cumberland** (Cheatham, Davidson, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Sumner, Stewart, Trousdale, Williamson, Wilson)
- Upper Cumberland** (Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White)
- East** (Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, Union)
- First Tennessee** (Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, Washington)
- Southeast** (Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea)
- South Central** (Bedford, Coffee, Franklin, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, Wayne)
- Southwest** (Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, McNairy)
- Delta** (Fayette, Lauderdale, Shelby, Tipton)
- Other/Out-of-State**

2. Employee Benefits

* 7. What benefits does your organization offer to staff? Check **ONLY** those that apply.

	All Full-Time Staff	All Part-Time Staff	Only Certain Staff Positions
Health Insurance w/ Employer-Subsidized Premiums			
Other Health Insurance			
Dental Insurance			
Vision Insurance			
Flexible Paid Time Off			
Paid Maternity Leave			
Unpaid Maternity Leave			
Paid Paternity Leave			
Unpaid Paternity Leave			
Other Unpaid Family Leave (e.g., bereavement, caretaker)			
Retirement Plan			
Employer Match for Retirement Plan			
Long-Term Disability Insurance			
Short-Term Disability Insurance			
Life Insurance			
Work-from-Home Options			
Housing for Employees			
4-Day Work Week			
Daycare for Employees			
Sabbatical			
Professional Development			
Transit/Commuter Benefits			
Paid Parking			
Student Loan Repayment			
Tuition Reimbursement			
Wellness Opportunities			
Cell Phone Plan Reimbursement			

Other (please specify)

8. If you selected "Only Certain Staff Positions" for any of the benefits in the previous question, please elaborate.

* 9. Did employee contributions to health insurance increase in 2024?

- Yes No N/A

* 10. Does your organization offer automatic annual salary increases?

- Yes, for all positions
 Yes, for some positions
 No

* 11. Which of the following position types have received pay increases in the last 5 years?

- All Staff
 CEO
 Other Executive Leadership
 Senior Staff
 Mid-Level Staff
 Entry-Level Staff
 N/A

* 12. For which staff positions does your organization offer any of the following professional development opportunities? Check all that apply.

	All Staff	Executive Leadership Staff	Mid-Level Staff	Entry-Level Staff	Only Specific Staff Positions/Roles
Local Workshops					
Out-of-Town Conferences					
External Mentoring					
Internal Mentoring					
Leadership Program Costs (e.g., Leadership TN)					
Civic Club Dues					
Cross-Training					
Unpaid Paternity Leave					
None of the Above Offered					

Other (please specify)

* 13. If you selected "Only Specific Staff Positions/Roles" for any of the opportunities in the previous question, please elaborate.

* 14. Does your organization have any positions that pay less than \$15 per hour?

Yes No

* 15. If your organization employs interns, are they paid internships?

Yes No My organization does not employ interns.

3. Executive Leadership Information

Please exclude board members when answering questions about executive leadership.

* 16. In what capacity does your organization employ each of the following executive leadership/C-suite positions (or equivalent)? Because organizations often use unique titles, consider the positions listed below as functional roles and not precise titles, and answer accordingly. Exclude board members.

	Full-Time Paid	Part-Time Paid	Volunteer	N/A
CEO, President, or Executive Director				
Executive Vice President				
Chief Operating Officer (COO)				
Chief Financial Officer (CFO)				
Chief Development Officer				
Chief Program Officer				
Other Executive Leadership Role				
Other Executive Leadership Role				
Other Executive Leadership Role				

17. If you selected "Other Executive Leadership Role" in the previous question, please list the titles/roles in the text box below.

* 18. **Enter the salary for the following executive leadership/C-suite positions (or equivalent).** Exclude board members. Enter whole numbers with no decimals, symbols, or punctuation. Enter 0 if the position is not applicable to your organization.

- _____ Chief Executive Officer (CEO), President, or Executive Director
- _____ Executive Vice President
- _____ Chief Operating Officer (COO)
- _____ Chief Financial Officer (CFO)
- _____ Chief Development Officer
- _____ Chief Program Officer
- _____ Other Executive Leadership Role
- _____ Other Executive Leadership Role
- _____ Other Executive Leadership Role

* 19. **How do staff in each of the following executive leadership/C-suite positions (or equivalent) describe themselves?** Exclude board members.

	Female	Male	Nonbinary	Trans-gender Woman	Trans-gender Man	Prefer Not to Say
CEO, President, or Executive Director						
Executive Vice President						
Chief Operating Officer (COO)						
Chief Financial Officer (CFO)						
Chief Development Officer						
Chief Program Officer						
Other Executive Leadership Role						
Other Executive Leadership Role						
Other Executive Leadership Role						

* 20. **How do staff in each of the following leadership/C-suite positions (or equivalent) describe their race/ethnicity? Check all that apply.** Exclude board members.

	Hispanic, Latino, or Spanish Origin	White	Black/ African American	Asian	Native Hawaiian or Other Pacific Islander	AI/AN	Prefer Not to Say	Other
CEO, President, or Executive Director								
Executive Vice President								
Chief Operating Officer (COO)								
Chief Financial Officer (CFO)								
Chief Development Officer								
Chief Program Officer								
Other Executive Leadership Role								
Other Executive Leadership Role								
Other Executive Leadership Role								

4. Staff Retention

* 21. **Over the last year, approximately what percentage of your staff has turned over?** Enter a whole number percentage 0-100 with no symbols, punctuation, or decimals.

* 22. How much do you agree/disagree that each of the following staff positions are difficult to retain?

	Strongly Disagree	Disagree	Agree	Strongly Agree	N/A
Executive Leadership					
Senior Positions					
Mid-Level Positions					
Entry-Level Positions					
Program Staff					
Fundraising/Development Staff					
Administrative/Support Staff					

* 23. What strategies has your organization used to try to retain staff? Check all that apply.

- Social Events
- Staff Development
- Employee Wellness
- Flexible Scheduling
- Bonuses
- Employee Recognition
- None
- Other (please specify)

* 24. How much do you agree/disagree that each of the following are challenges to retaining staff at your organization?

	Strongly Disagree	Disagree	Agree	Strongly Agree
Competitive Pay				
Excessive Workloads				
Insufficient Staff				
Lack of Training/Development Opps				
Meaningful Work				
Workplace Culture				
Benefits				

5-37. Staff Compensation

The pages that follow request compensation information across the 16 job function categories listed below. You will be asked about whether you employ staff or use contractors/consultants within each of these categories. If you employ full-time staff, you will be asked to provide compensation information for only full-time staff (excluding any executive level/C-suite positions) and classify full-time positions within each category as senior-, mid-, or entry-level.

Use your best judgment to 1) assign each full-time staff member into only one job function category and 2) to classify the level of each position (i.e., senior, mid, entry)—considering factors such as experience, supervisory responsibilities, and specialized knowledge *within* each job function.

- o Administrative
- o Program Administration
- o Finance
- o Human Resources
- o Education
- o Fundraising/Development
- o Government Relations/Public Policy
- o Communications
- o Community Engagement/External Relations
- o Marketing
- o Legal
- o Volunteer Management
- o Facilities
- o Information Technology
- o Research/Evaluation
- o Medical & Social Services

Use [this link](#) to download a worksheet to help you compile the staff salary information for sections 6-37.

126. If your organization pays a range of salaries to staff within the same job function and at similar levels, how important are the following factors in determining pay differences?

	Not At All Important	Somewhat Unimportant	Not Considered	Somewhat Important	Very Important	N/A
Prior Work Experience						
Supervisory Responsibilities						
Prior Salary History						
Longevity with Organization						
Geographic Location						
Education/Credentials						
Work Days/Hours						
Differences in Job Tasks/ Responsibilities						

Optional Questions

127. Prior to this survey, were you familiar with the Sycamore Institute?

- Yes No Not Sure

128. Has Sycamore's work been helpful to your mission?

- Yes No

If yes, how so?

129. Prior to this survey, were you familiar with Tennessee Nonprofit Network (TNN)?

- Yes No Not Sure

130. Has TNN's work been helpful to your mission?

- Yes No

If yes, how so?