



**2020**

Compensation and Benefits Study  
U. S. and Canada

Members of the  
Association of Fundraising Professionals



## ***2019-2020 Association of Fundraising Professionals Compensation and Benefits Study***

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### Vision and Mission

**Vision:** To stimulate a world of generosity and positive social change through fundraising best practice.

**Mission:** The Association of Fundraising Professionals empowers individuals and organizations to practice ethical fundraising through professional education, networking, research, and advocacy.

### Acknowledgments

This is the twenty-first annual report of findings from the AFP Survey of Compensation and Benefits. This encompasses separate surveys of members in the U.S. and Canada and incorporates some new questions related to young professionals.

AFP wishes to thank those who made this research possible. First and foremost, we are grateful to the more than 4,600 AFP members in Canada and the U.S. who took the time to complete and return the survey form. Melissa Brown, an AFP member, and her colleagues, Molly Chamberlin and Nicole Dunn, served as statistical consultants to the project and were responsible for the compilation of all data tables.

The study was directed by Dr. Cathlene Williams in consultation with the AFP Research Council and with assistance from Taryn Gold, Associate Vice President, Chapter Engagement, and members of the AFP Young Professionals Workgroup, who provided input about the new questions.

We welcome comments and suggestions for improving this study and this report. Please address all comments to Dr. Cathlene Williams at (703) 794-2178 or [cathlenewilliams@cox.net](mailto:cathlenewilliams@cox.net).

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## INTRODUCTION

Questions related to fundraiser compensation are among the most frequently asked of AFP. This AFP Compensation and Benefits Study is intended to answer those questions. This study also dovetails with and supports the goals of the Women's Impact Initiative launched by AFP in March 2018 and begins to collect data related to the [IDEA Program](#) (Inclusion, Diversity, Equity, and Access) of AFP and for AFP's Young Professionals initiative.

## Organization of the report

In this study, we have attempted to capture overall organizational profiles, position descriptions, salaries, and benefits, including health/medical, retirement, and general perquisites or “perks.” This report is organized as follows:

- Highlights of the findings
- Section 1: About fundraisers: Demographic information, attitudes toward the job and challenges identified, career trajectories, plans for changing jobs, certifications held and sought
- Section 2: Data about the organizations that employ fundraisers: subsectors, budget/size, numbers of fundraising staff and volunteers
- Section 3: Report of findings related to young professionals (under age 35)
- Section 4: Compensation overall and by fundraiser traits, then by organizational characteristics (budget, amount raised, location, scope, etc.). This section has two sub-sections:
  - a. U.S.
  - b. Canada
- Section 5: Benefits, including health, retirement, and other benefits
- Data appendices including for each section above and then by job title within each country

We welcome your response to what we believe will prove an increasingly useful tool for all fundraising professionals.

## Methodology

**The survey instrument:** The survey instrument was developed by the AFP Research Council and reviewed by a volunteer panel of experienced researchers. The questionnaire was designed to be answered via a web-based survey tool. A copy of the survey instrument is found in Appendix I0.

**Sampling frame:** The sampling frame for the study was AFP membership in the U.S. and Canada as of January 1, 2020. At that time there were approximately 30,442 active members in those countries. All active members in the U.S. and Canada with email addresses were polled, for a total of 26,817 members in the U.S. and 3,625 members in Canada successfully receiving the emailed survey. (Note, there is some chance of bias in that those with no email address were not surveyed. The decision to limit the survey to those with email addresses was based on cost effectiveness and efficiency in data collection.)

**Confidence level:** Sample size was computed to yield a confidence level of .05 and a confidence interval of plus or minus five percent. For example, the average salary for all U.S. participants who provided salary data was \$86,060 in 2019. Applying the confidence level and intervals for the study suggests that there is a 95 in 100 chance that the average salary for all U.S. fundraisers in the AFP U.S. membership will fall between \$80,807 and \$89,313. In Canada, the mean compensation was \$86,876, which suggests a Canadian membership mean between \$82,532 and \$91,220.

**Response rate:** A total of 4,635 (3,993 U.S. and 642 Canadian) submitted responses by the time the survey closed, a response rate of 14.8 percent for the U.S. and 17.7 percent for Canada.

**Other considerations:** All data are current as of February 28, 2020, when participants completed the survey. Participants were asked to report on their salary and benefits for the 2019 calendar year. Participants were the source of all information reported, and no data checking was conducted with individual participants.

Data are reported by regions. For the U.S., the regions are shown in Figure 16 on page 34. The highest mean was reported in New England, the highest median in the West. The lowest mean is in the Mountain states and the lowest median is in states around the Great Lakes.

For Canada, the results are shown in Figure 19 on page 37. All data reported are shown, even if there is only one data point in a table cell. However, the reader should be cautious of any data with a cell frequency of less than 30 participants.

During analysis, outliers were identified and removed, such as values of \$1 and \$1,600,000 for salary (U.S.).

Descriptive statistics focused on mean, median, and the 25th and 75th percentile. Some results were compared with the prior year to test for statistically significant differences in two samples.

Analysts used correlation analysis for salary with age, education, and years of experience.

**Monetary values:** Monetary values are reported in U.S. dollars for U.S. participants and in Canadian dollars for Canadian participants.

## STUDY HIGHLIGHTS

The 2020 AFP Compensation and Benefits Study was undertaken in January and February 2020. Survey invitations were successfully emailed to 30,442 AFP members in the U.S. and AFP members in Canada. A total of 4,635 members completed and returned survey forms by the cut-off date, for an overall response rate of 15.2 percent.

### Participant demographics

Text and illustrations related to demographics begin on page nine. Data tables related to demographics appear in Appendix 2.

In the U.S., participants generally mirror AFP membership, with 78.8 percent identifying as female, 19.7 percent male, and 0.5 percent other. In Canada, the percentages by gender were similar, with 82.3 percent of participants reporting that they are female, 16.9 percent saying they are male, and 0.8 percent identifying as other. Overall AFP membership is 75 percent female.

Of those who provided their ethnicity, 80.5 percent reported white/Caucasian ethnicity and 19.5 percent selected other identities. This is a significant increase in diversity compared with 2019. By race in Canada, 21 percent identified as something other than white/Caucasian, up from 16 percent in 2019. In the U.S. 16 percent identified as something other than white/Caucasian, up slightly from 15 percent in 2019. In addition, three percent identified as Hispanic/Latinx. Overall AFP membership is 88 percent white/Caucasian and non-Hispanic/Latinx.

Participants who are 45 years old or older remained just over half (51 percent), as it was in 2019. Twenty-three percent are 35 to 44 years old and 24 percent are 25 to 34 years old. Only two percent are under age 25.

Among participants from the U.S., 39 percent are chief development officers, compared with 26 percent of Canadian participants. The next most-frequent job category was gift officer (major gifts, corporate/foundation gifts, planned gifts, etc.). Among participants in the U.S., 17 percent were gift officers, and in Canada, 24 percent identified that as their role.

The average U.S. participant has worked for 3.3 employers as a fundraiser. In Canada, the average is 3.7 employers. In the U.S., the average longest time worked in the same job is 6.5 years, down slightly from 2019 when it was seven years. In Canada, the average longest time in the same job was 6.1 years, also down from seven years in 2019.

### Job and career satisfaction

Fundraisers are positive about most elements of their work and job duties, including the organizational work culture (which satisfied three-quarters in the U.S. and in Canada) and the ability to find work-life balance (also satisfactory for three-quarters or more in both countries). Of somewhat more concern, however, were opportunities for advancement (40% reported dissatisfaction) and the level of support services available for fundraising (also found to be less than satisfactory by 40%). As of early 2020, nearly 85 percent reported a sense of job security.

## Organizations where fundraisers work

More detailed discussion of organizations begins on page 15. Data tables related to questions about the organizations where fundraisers work appear in Appendix 3.

High percentages of AFP members, and therefore of survey participants, work in human development/social services organizations, health services, higher education, or arts/cultural organizations. Together, these four subsectors account for 60 percent of participants. The survey asked about 19 different organizational focuses.

In the U.S., 41 percent of participants worked for local organizations and 35 percent worked for organizations operating at a state level. Among Canadian participants, 33 percent worked for provincial organizations and 37 percent for local charities. Data for membership based on area or region served (local, regional, state, etc.) are not available.

Most fundraising professionals (68 percent in U.S. organizations and 61 percent in Canada) work in organizations with less than six professionals with direct fundraising responsibility. One percent of U.S. and Canadian participants said their organizations have no professional staff with direct fundraising responsibility. The others have six or more fundraisers.

## Satisfaction with organizational support for and results of fundraising

About two-thirds of survey participants in the U.S. and in Canada reported being satisfied or highly satisfied with the overall effectiveness of fundraising at their organizations. When asked to score separate components of a fundraising programs, such as CEO/ED involvement, staff abilities, and the budget for fundraising, results were similarly high. However, fewer were satisfied with the number of staff available for fundraising (57% in the U.S. and 60% in Canada) and even fewer were satisfied with board engagement in fundraising (38% in the U.S. and 31% in Canada).

## Young professionals

Just under one-quarter (23%) of those surveyed said they were age 35 or under. This group answered additional questions related to how their employers support (or not) new fundraising professionals, where they felt unprepared, and how they anticipate gaining further experience. Less than 20 percent of young professionals (YPs) had professional mentors, and nearly four in 10 (38%) anticipate leaving their current jobs in search of more experience in fundraising.

## Compensation

More detailed discussion of compensation begins on page 23. Data tables related to compensation are in Appendix 4 (U.S.) and 5 (Canada).

In the U.S., the average salary of survey participants increased by 1.5 percent, to \$85,060 in 2019 from \$83,826 in 2018. In Canada, the average salary decreased by 5.4 percent, to \$86,876 in 2019 from \$91,547 in 2018. This question asked about annual earnings NOT including fringes or incentive compensation.

Compared with inflation in 2019 (2.3 percent in the U.S. and 2.1 percent in Canada), raises and

other changes in participant salaries barely kept pace or even lost ground for most fundraisers: 66 percent in the U.S. and 74 percent in Canada had either no increase or a change that was less than three percent. This is at least the second year that high majorities of fundraising professionals in each country saw no inflation-adjusted salary increase.

### **Related to gender or identity**

Looking at simple averages, women's compensation in the U.S. averaged \$80,898 compared with men's average of \$104,535, for a gap of \$23,636.<sup>1</sup> In Canada, the gap is \$21,044 based on compensation of \$88,079 for women compared with \$109,123 for men. With less than one percent selecting a gender other than male or female, there are not enough data to compare in any meaningful way.

In both the U.S. and Canada, the average salary of fundraisers of color/colour<sup>2</sup> was nearly equal to salaries of people who identified as non-Hispanic/Latinx white/Caucasian/European ancestry only. Salaries for people of color/colour were 2.5 percent higher in the U.S. and 2.5 percent lower in Canada. This is the second year there have been enough participants of color/colour to compare. In 2018, salaries for people of color/colour were also very similar to those of people who identified only as white/Caucasian/European ancestry.

### **Related to certification**

The average salary of Certified Fund Raising Executive (CFRE) certified fundraisers who work 30 hours or more a week is 10 percent (five to 10 years of experience) to 12 percent (more than 10 years' experience) higher than the average for someone who has the same number of years of experience and does not have a CFRE. There is a very weak correlation between holding a CFRE and the size of the organization where the individual works, insufficient to account for the salary difference.

### **Related to life events**

In the U.S., about one-quarter (24%) of study participants indicated they experienced an event in the past two years that they believe has had a negative effect on their salary. In Canada, the share was higher, at 29 percent. These events included taking time off in the past two years to care for children, other family members or the AFP member's own health, which were grouped as "Care Events." The potentially disruptive events also included career moves such as relocation to a new community (e.g., to follow a spouse) or resigning before having a new position.

Among those with less than 10 years as professional fundraisers, salaries were not lower for women or men who took time off to care for someone (including themselves). However, when individuals had 10 years or more of experience, those who took time off for care averaged salaries that were 13 percent lower (men) or 11 percent lower (women).

Women were most likely to have a care-related gap, with 20 percent of the 736 women who

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<sup>1</sup> The medians are also widely different: \$72,000 for women and \$85,000 for men.

<sup>2</sup> "Of color/colour" includes Hispanic/Latinx individuals who also identify as white.

answered this question reporting that they took time off to care for children or other family member or themselves, compared with about 10 percent of 139 men who responded about a career gap. Men and women were about equally likely to report a career gap due to their own health (19% of men and 25% of women), which is not a statistically significant difference at these sample sizes.

Among fundraisers with a gap related to a career move, salaries were consistently lower for men and women regardless of years of experience. The differences were more pronounced for women than for men.

Men and women were also about equally likely to have a career gap related to following a spouse to another city (roughly 10 percent for both in each instance). Men were much more likely (27% compared with 18% of women) to have quit one job before having another.

Numbers are too few to compare the impact of taking time out of a career to pursue additional education.

## Benefits

More detailed discussion of benefits begins on page 40. Data related to benefits are in Appendix 6 for the U.S. and Appendix 7 for Canada.

Healthcare insurance is the most common employment benefit followed by retirement plan contributions by an employer. About half of fundraising professionals receive employer-paid professional dues. At the lower end of the spectrum, just three percent receive relocation expenses.

## Health care

Nearly all fundraisers in this survey had access to some form of health care through their employer. Ninety-three percent of U.S. participants and 94 percent of Canadian participants indicated their organization provides some level of healthcare insurance or cost reimbursement, either for care itself or for healthcare premiums.

- Ninety percent of U.S. participants received at least some employer contributions toward medical insurance or funding for medical expenses.
- Fifty-eight percent are offered a health savings account or medical spending account.

In 2019, more U.S. participants received prescription coverage (49 percent) compared with 2018 (41 percent) and closer to the value for 2017 (52 percent). About the same share received dental insurance (67 percent in 2019, 64 percent in 2018, and 72 percent in 2017) and vision benefits (62 percent in 2019, up from 56 percent in 2018 but not near the 79 percent reported in 2017).

In Canada, 65 percent reported receiving basic hospitalization/major medical coverage and 49 percent had major medical. More had prescription coverage in 2019 at 71 percent compared with 64 percent in 2018 and closer to the 78 percent reporting that coverage for 2017. Seven in 10 (70 percent) had dental insurance, about the same as the 66 percent reported for 2018, which was



down from 74 percent in 2017. Six in 10 (60 percent) had vision insurance, up from 50 percent reported for 2018, and similar to 59 percent in 2017. These results reverse or stop a three-year trend of consistently lower percentages for these types of benefits.

### **Retirement**

Most organizations offer retirement plans: 71 percent in the U.S. and 84 percent in Canada.

- Salary deferral plans are the most common, with 45 percent in the U.S. having a 401(k) account and 48 percent having a 403(b) plan.
- In Canada, defined benefit pension plans (34 percent) and Group Retirement Savings Plans (34 percent) are the most common.

### **Other benefits**

In the U.S. 54 percent of the employers of surveyed AFP members offer flexible spending accounts for childcare, health care, or both. In Canada, such accounts are offered at 31 percent of the employers of surveyed members.

Fairly common pre-tax benefits include professional dues (80% U.S./83 % Canada); group life insurance (70% U.S./70% Canada); long-term disability (70% U.S./73% Canada); short-term disability (71% U.S./63% Canada); and cell phone or cell phone plan allowance (49% U.S./72 % Canada).

## SECTION I: WHO ARE FUNDRAISERS?

Membership statistics at the time of the survey show that approximately 75 percent of AFP members who answer the question are female and 25 percent are male. Among survey participants, 80 percent were female; 19 percent were male; and approximately one percent selected another option.

Approximately 88 percent of AFP members who report their ethnic heritage or racial background are white/non-Hispanic. However, a large share of AFP members do not provide racial or ethnic heritage as part of their membership data. Among survey participants who provided information about their primary ethnicity or race, 83 percent indicated they are white/non-Hispanic, which includes the two percent who identified as Jewish.

The largest share of survey participants are chief development officers, 39 percent in the U.S. and 26 percent in Canada. The survey also included fundraising officers (major gifts, planned giving, etc.) at 17 percent in the U.S. and 24 percent in Canada; and fundraising program managers (e.g., annual fund) at 14 percent in the U.S. and 17 percent in Canada.

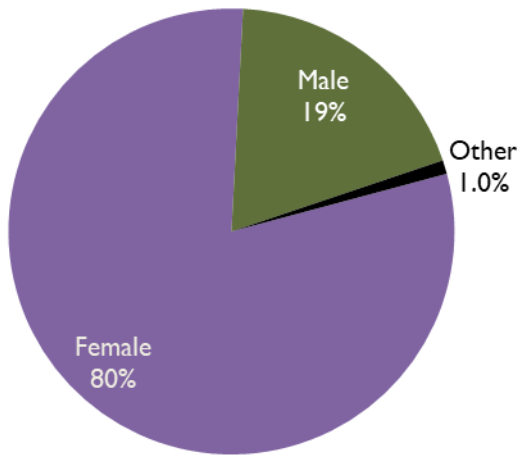
A very high percentage of participants – 40 in each country – do not supervise or manage any other staff member. Just over one-quarter of U.S. participants (26 percent) manage three or more colleagues. In Canada, 31 percent do.

The average U.S. participant has worked for 3.3 employers as a fundraiser. In Canada, the average is higher at 3.7. In the U.S., study participants averaged 5.3 years at their current employer and 6.5 years is the average for the longest time at any employer. In Canada, average time at the current employer is also 4.92 years, and the average for the longest time at any employer 6.1 years.

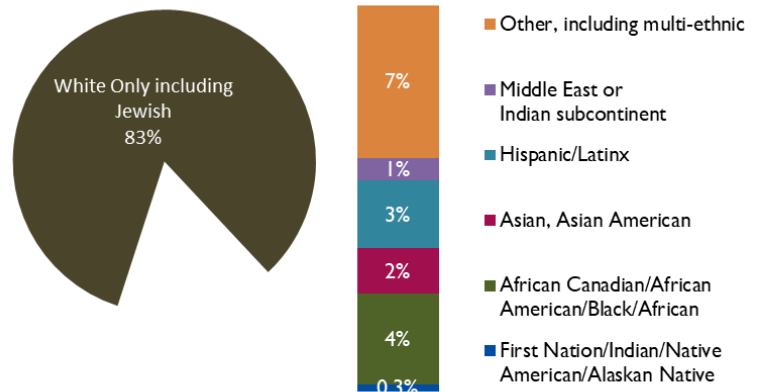
Twenty-three percent of all U.S. participants and 31 percent of Canadians are CFREs.

The following pages show additional detail about fundraisers in the U.S. Results are similar for Canada. See Table 30 and the following tables, which begin on page 53 in Appendix 2, for more detail.

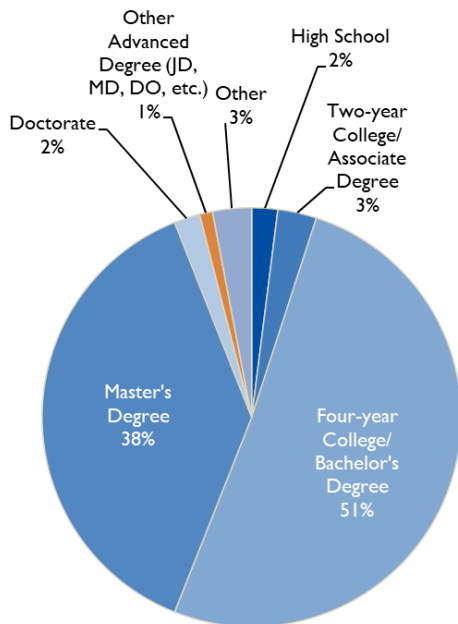
**Figure 1: 80% of study participants identified as female**  
N = 3,684



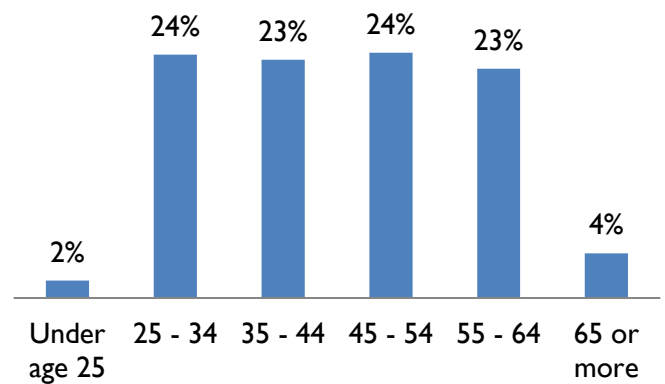
**Figure 2: 17% reported ethnicity/race other than white/non-Hispanic/Latinx**  
N = 3,488



**Figure 3: Further education of study participants**  
N = 3,679



**Figure 4: Current age average is 45 with median at 46 Distribution is even from 25 through 64**  
N = 3,631



Values found for 2019 are similar to results for 2018.

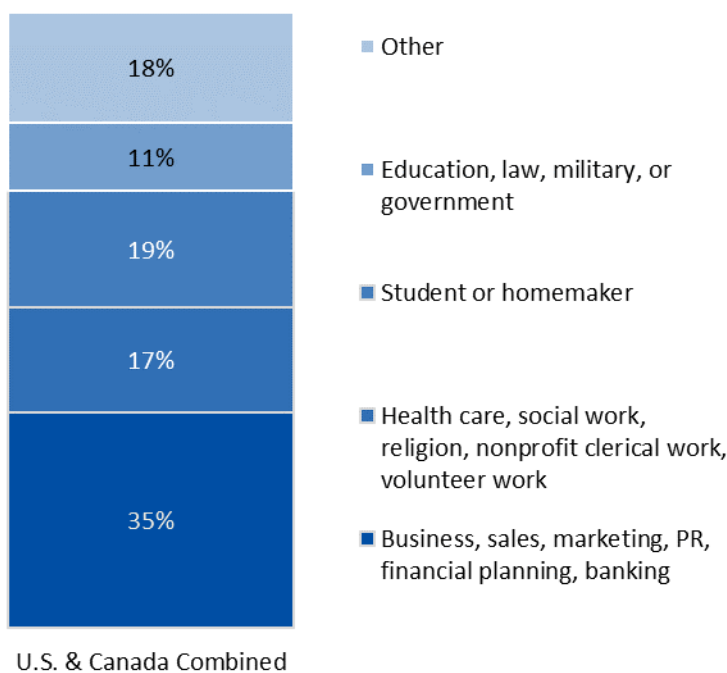
## Career pathways

In both the U.S. and Canada samples, aside from sales, the top two fields or backgrounds from which fundraisers come to the profession are school/student and business other than sales. Nine percent of Canadian participants and eight percent of U.S. participants listed sales as their primary field before beginning to fundraise. Tables with all data appear in Appendix 2.

Figure 5 shows fields clustered, so that business, PR/marketing, and sales are combined and contrasted with "helping" professions such as health, social work, religion, etc.

**Figure 5: Clustered fields of endeavor immediately before fundraising**

**N = 3,698**



## Job satisfaction

Questions related to job satisfaction changed for the 2020 survey are in two groups. The first asks a survey participant about organizational support for fundraising. These items seek to explore the extent to which a charity invests in fundraising or creates a “culture of philanthropy.” The second group asks for the participant’s attitudes toward their own work and job satisfaction. Of concern, as in past years, are issues related to the resources available for fundraising, specifically for support staff roles,

Additional questions about specific aspects of fundraising capacity, such as board engagement and overall effectiveness are covered on page 16. AFP members also seek more opportunities for career advancement, a theme that reappears in the questions related to why two-thirds of surveyed members said they considered seeking a new position in 2019.

**Table 1: Average ratings of factors affecting job satisfaction**

N = varies with question, from 2,700 to 2,836 in the U.S. and from 420 to 466 in Canada.

Scale: 1 is very dissatisfied; 4 is very satisfied. Value is based on responses to a specific question.

**Red bold italic** = area of potential concern, where score is markedly lower than for other topics.

Category	U.S. Rating	Canada Rating	U.S. St. Dev.	Canada St. Dev.*
<b>Satisfaction with the organizational context</b>				
Your organization's work culture	2.98	2.99	0.85	0.86
Management at your organization	2.90	2.91	0.86	0.88
Understanding of and respect from your organization's staff about the importance of fundraising	2.76	2.79	0.85	0.85
Expectations that are placed on fundraising at your organization	2.72	2.70	0.77	0.74
<b><i>The budgeting process for fundraising staff and resources</i></b>	<b><i>2.63</i></b>	<b><i>2.63</i></b>	<b><i>0.80</i></b>	<b><i>0.82</i></b>
<b>Satisfaction with individual role and resources</b>				
Job security	3.18	3.08	0.70	0.76
Ability to find work-life balance	2.93	2.97	0.80	0.75
Workload assigned	2.75	2.76	0.76	0.73
<b><i>Adequate support services</i></b>	<b><i>2.64</i></b>	<b><i>2.65</i></b>	<b><i>0.79</i></b>	<b><i>0.76</i></b>
<b><i>Opportunity for advancement</i></b>	<b><i>2.65</i></b>	<b><i>2.61</i></b>	<b><i>0.82</i></b>	<b><i>0.82</i></b>

\*St. Dev. Is for standard deviation. Smaller values show that there is less variation across the survey participants. Responses are clustered more closely. A larger number suggests more dispersion of responses across the options 1 through 4.

Additional questions about specific aspects of fundraising capacity, such as board engagement and overall effectiveness, are covered on page 16.

## Certifications

A minority of professional fundraisers have been certified by any one of the certification bodies: AFP for the Advanced CFRE (ACFRE) and the International Advanced Diploma in Fundraising (IADF); CFRE International as a CFRE; as a Fellow with the Association for Healthcare Philanthropy (FHAP); or having earned a Certificate of Fund Raising Management offered by the IU Lilly Family School of Philanthropy/The Fund Raising School or other credential. Among the other types of certifications mentioned are Chartered Advisor in Philanthropy; two different programs for grant writing professionals; graduate degrees; and university-based certificate programs.

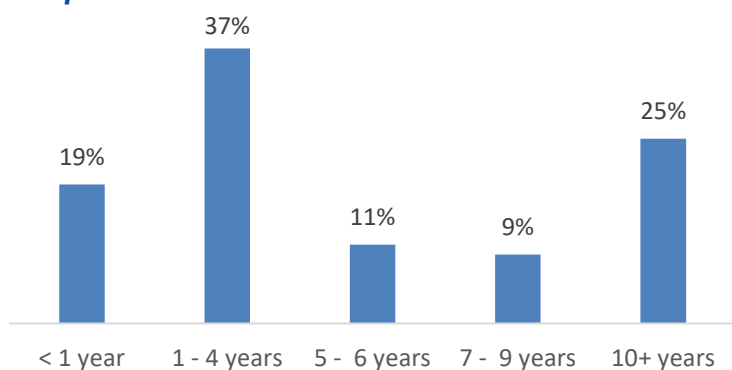
**Table 2: Percentage of participants who hold CFRE or other certifications**

Professional certification (totals do not = 100% as participants could select more than one type of certification)	U.S.		Canada	
	All participants (N = 3,996)	Those answering question (N = 2,821)	All participants (N = 643)	Those answering question (N = 440)
CFRE	16%	23%	21%	31%
ACFRE	0.4%	0.5%	0.3%	0.5%
FAHP	None	None	0.2%	0.2%
IADF	1 person	1 person	None	0.0%
Certificate in Fund Raising Management	1%	2%	0.2%	0.2%
Other (Chartered Advisor in Philanthropy, grant writing professional, graduate degrees, and others)	4%	6%	5%	7%
None	80% (includes non-responses)	72%	76% (includes non-responses)	65%

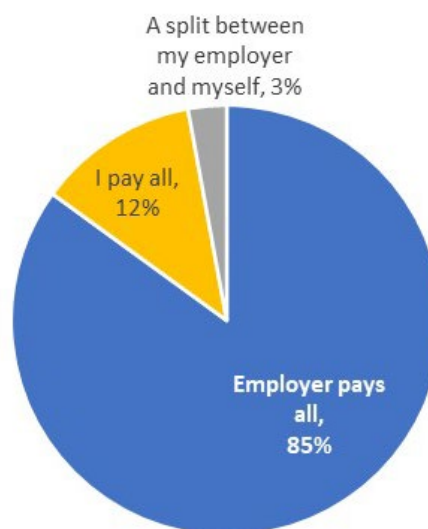
### AFP membership and participation

Study participants were most likely to have been members of AFP for less than five years, and employers paid dues for 85 percent. Just three percent split dues with their employer, and 12 percent paid their own dues. About six in 10 (58 percent) attend some chapter events during a year, and 42 percent “almost never attend” or “do not attend” local meetings. Members are about evenly divided on participation in state-level or regional-level events, and less than a quarter have been to one or two AFP ICON events in the past three years.

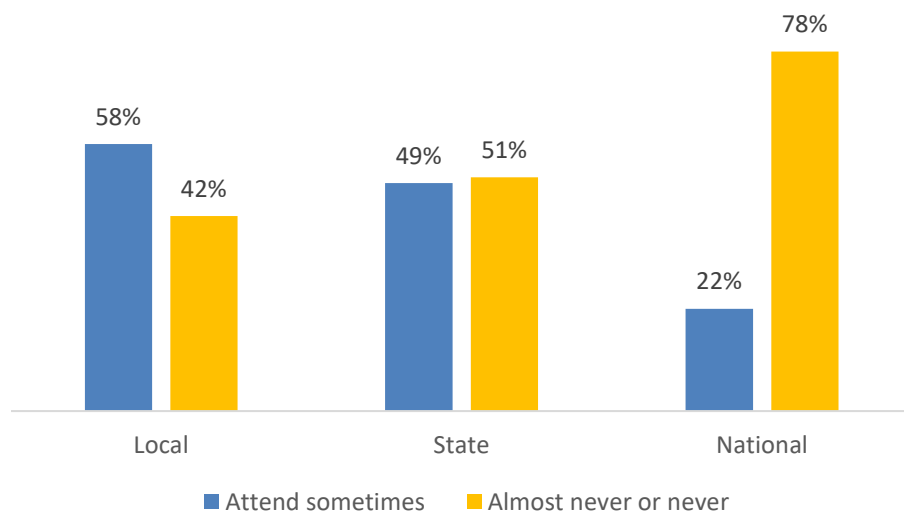
**Figure 6: How long have you been a member of AFP?**



**Figure 7: Who pays your AFP dues?**



**Figure 8: How often do you attend AFP events?**



Among survey participants, about one in six (15%) have been an AFP mentor for someone new to fundraising and to AFP. The share is higher in Canada, at 19 percent, than in the U.S. (14%).

### Seeking opportunity and higher pay dominate job seeker motives

Since at least 2016, about two-thirds (64%) of participants said they have thought about leaving their jobs in the last year. Reasons included desire for professional advancement; concerns about organizational climate and operations; and desires to match personal and employment goals and values.

Compared with results from data collected in 2019, there are significantly more individuals seeking opportunities for career advancement (62% in 2020 compared with 54% in 2019). This is the first year of asking about desires for a better mentor or learning opportunity (33%).

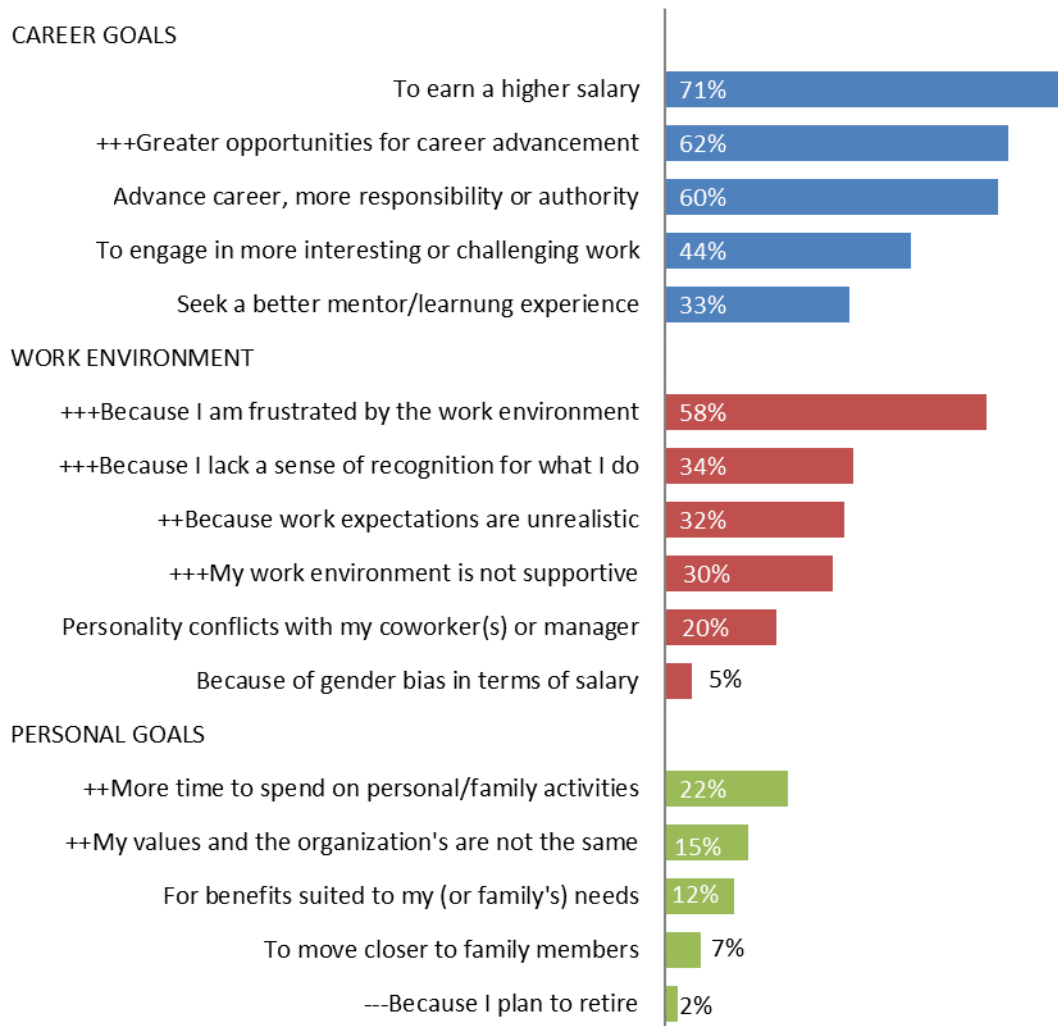
Many more individuals in 2020 expressed frustration with their work environment (58% in 2020 compared with 48% in 2019). There are also statistically significant increases in the share of individuals who feel that their work is not recognized, or that the expectations are unrealistic, or that the work environment is not supportive. In all cases, the value for 2020 is at least 4 percentage points higher than the value for 2019. At these sample sizes, the results are statistically significantly different.

In the labels on Figure 8, plus signs indicate a value that is statistically significantly higher for 2020: three signs indicate a p-value less than .01; two plus signs indicate a p-value less than .05. Similarly, for one response – I plan to retire – there is a much lower percentage in 2020 than in 2019, and that difference is statistically significant. There are three minus signs on that label.

**Figure 8: Reasons identified for thinking about changing jobs, U.S. and Canada combined**

Participants could select all that apply.

N = 1,880 (those who identified they did think about changing jobs)



Plus signs indicate a value that is higher with statistical significance from 2019 results.

++ =  $p < .05$

+++ =  $p < .01$

Minus sign indicates a value that is less than in 2019, with statistical significance.

-- =  $p < .01$



## SECTION 2: WHERE DO FUNDRAISERS WORK?

Sixty-one percent of AFP members in this study work in Human Services (22.5%), Education (20.9%), or Health (17.5%). Among the other 39 percent, the largest number are in Arts/Culture (11% of the total). Study participants from other types of organizations were five percent or fewer of the total (Community and Economic Development at 5%; Environment/Wildlife at 4%; Animals/Animal Welfare at 3%; Religion at 3%; and all others at 1-2%).

Thirty-nine percent of participants work in organizations with two to five professionals who have direct fundraising responsibility. Twenty-eight percent work in an organization with less than two professionals but more than none. Slightly less than one percent of U.S. and one percent of Canadian participants said their organizations have no professional staff with direct fundraising responsibility. These percentages are very close to the results for data collected in 2019.

More data about the organizations where fundraisers work appears in Appendix 3 beginning with Table 35.

### Fewer than four in 10 organizations have at least 50% women on the board

As part of AFP’s commitment to inclusion, diversity, equity, and access, this year’s survey is the second to ask about board membership of nonprofit organizations. Over time, as more data is collected, analysis will be possible to assess whether gender composition of boards is aligned in any way with compensation by gender.

For 2019, 38 percent of U.S. organizations and 40 percent of Canadian said they had a board that was 50 percent or more women. These results are almost exactly the same as for 2018.

**Table 3: What percentage of your organization's board identifies as female?**

	U.S. (N = 2,940)		Canada (N = 449)	
	%	N =	%	N =
0 to 29.9%	24%	708	17%	78
30-49.9%	38%	1,103	43%	191
50-69.9%	29%	843	32%	143
70% or more	10%	286	8%	37

The 2020 wave of the study asked, for the second time, about the gender identity of an individual participant’s supervisor, to evaluate the interactions between manager and staff and compensation, if any. The distribution found for 2019 is very similar to the results for 2018, with a slight majority of participants reporting to a female, about a third in the U.S. (and a quarter in Canada) reporting to a male, and others reporting to multiple individuals or to the board as a whole – or to no one at all as a self-employed consultant (2%).

**Table 4: To whom do you report?**

	U.S. (N = 3,264)		Canada (N = 508)	
	%	N =	%	N =
Supervisor does not identify within the binary gender system	0.3%	9	0.2%	1
Supervisor identifies as female	51%	1,663	54%	275
Supervisor identifies as male	32%	1,052	22%	114
Does not apply. Self-employed consultant/principal in the firm	2%	61	2%	11
More than one individual on staff	3%	104	4%	21
The board	11%	375	17%	86

**Fundraisers see opportunity for board and dedicated staff time in seeking money for mission**

AFP asked study participants whether they were satisfied with, or not, several components of the fundraising process. In general, two-thirds or more were satisfied with their organizations’ fundraising results and investments. Two areas for growth, however, emerged and reflect findings from prior years and other studies: board engagement in fundraising, which was satisfactory at fewer than four in 10 organizations; and the number of staff who dedicate time to fundraising, satisfactory at around six in 10 organizations.

**Figure 9: Share of study participants who were satisfied or very satisfied with**



## Organizations seeking to raise more tend to have larger fundraising staffs

The adage goes that “it takes money to make money,” and in professional fundraising, it takes personnel – paid staff – to do the work and raise money. Organizations raising less than \$1.5 million most often had fewer than two paid staff members. Those raising between \$1.5 million and \$10 million most often had between two and six staff members. Organizations raising \$10 million or more most often had 11 or more staff (and at the highest level, hundreds to thousands of fundraising staff, as for a university or major nonprofit health care system).

**Table 5: Relationship between amount raised and staff levels**

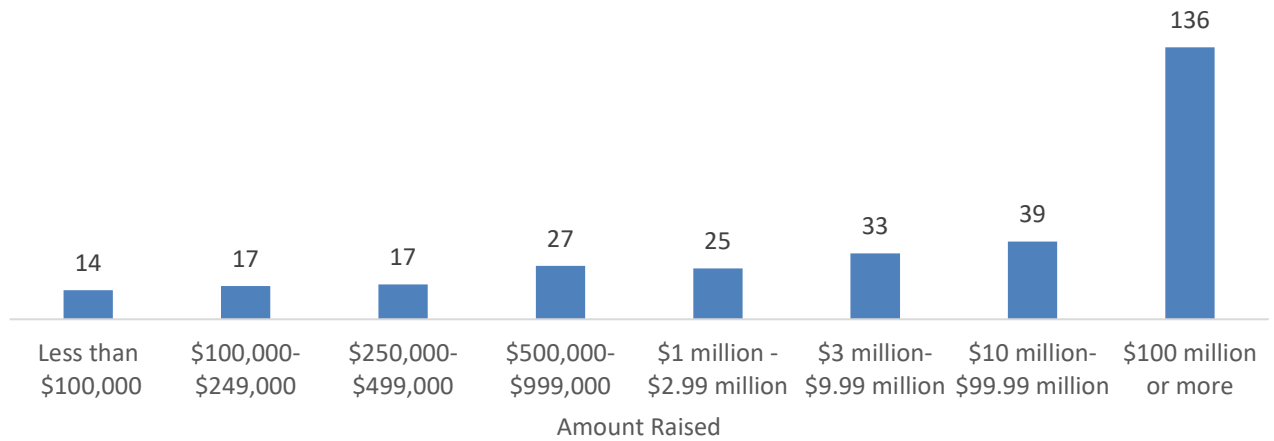
Amount raised in contributed gifts last year (N = 3,859)	How many FTE fundraising professionals work in your organization?					Total
	None	.001 - <2	2 - <6	6 - <11	11 or more	
<\$500,000	2%	<b>75%</b>	18%	2%	3%	100%
\$500,000-\$1.49 million	1%	<b>44%</b>	<b>48%</b>	1%	6%	100%
\$1.5 million - \$2.99 million	0%	24%	<b>65%</b>	7%	4%	100%
\$3 million - \$9.99 million	0%	9%	<b>49%</b>	26%	16%	100%
\$10 million - \$99.9 million	0%	3%	15%	23%	<b>59%</b>	100%
\$100 million or more	0%	1%	3%	2%	<b>94%</b>	100%

Highlighted cells > 40%

These results are very similar to the results for 2018 in the survey conducted in early 2019. Organizations raising less than \$10 million who have more than 11 staff members could consider a review of the tasks needed and performed. Those raising \$10 million or more with fewer than 6 staff may want to consider investing in additional fundraising professionals to engage additional potential donors.

Fundraising engages volunteers, as well as paid staff. We asked about the number of volunteers who assist with fundraising. Entries ranged from zero to more than 5,000. To facilitate comparison, we removed 85 organizations that reported 1,000 or more volunteers. With that adjustment, the average number of volunteers increases at a fairly consistent rate as the amount raised increases. We do not have enough information here to conclude that engaging more volunteers causes increased amounts raised, only that the two are associated. See the figure on the next page.

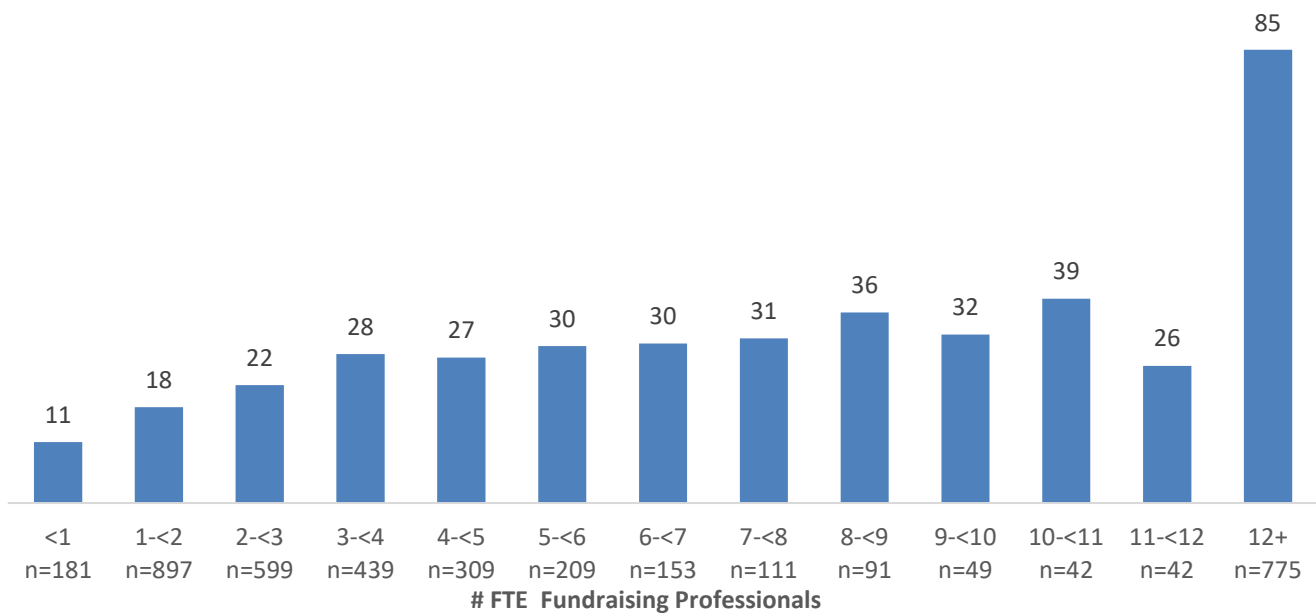
**Figure 10: Average number of volunteers\* assisting with fundraising by amount raised, U.S. and Canada combined – includes board members**



\*Excludes data for 85 respondents who reported 1,000 or more volunteers. This group averaged 2,859 volunteers.

Volunteers, of course, need to be recruited, trained, informed, and supervised. On average, small fundraising staffs, with less than one full-time equivalent, have 11 people who assist with fundraising, including board members. This is very close to the average value of 10 people found for the prior year. The ratio of staff to volunteers is an area for further research.

**Figure 11: Average number of volunteers assisting with fundraising by FTE of fundraising professionals, U.S. and Canada combined – includes board members**



\*Excludes 85 groups raising \$10 million or more and reporting 1,000 or more volunteers. This group averaged 2,859 volunteers.

## SECTION 3: YOUNG PROFESSIONALS

For this year's survey, AFP asked additional questions to respondents aged 35 years and younger, termed "young professionals" (YPs). These questions focused on professional development aspects like training, mentorship, and career aspiration. Of all survey respondents, 1,059 reported being age 35 or less. This is **23 percent of 4,659 survey responses received in the U.S. and Canada.** Many in the YP group are between ages 24 and 35, which falls within the "Millennial Generation."<sup>3</sup> This cohort makes up the largest portion of the U.S. work force, and many are earning more than most older Americans did at the same age.<sup>4</sup>

### Summary of findings about young professionals

In general, nonprofit employers are doing little to support and retain young professionals and many YPs anticipate leaving their current position in search of more experience elsewhere.

Just **40 percent of young fundraising professionals reported that their workplace offers any of the four programs or approaches which have been shown in other industries to assist career advancement**, improve employee engagement, and promote teamwork

- 1) A specific talent development or leadership development program, strategy, or initiative
- 2) Training about working with people of different generations.
- 3) Affinity groups within the organization
- 4) A formal mentoring program for people new to fundraising.

Two-third of those surveyed (66%) want to improve their leadership skills for fundraising and 58 percent want to gain skills in managing a team. **To gain experience, more YPs expect to leave their current organization (38%) than expect to be able to move within their current employer (31%).**

Some young professionals feel unprepared for some aspects of fundraising and few have professional mentors either at their current employer or from AFP. A high majority (81%) look to a professional role model, often someone they worked with in a prior job.

### Detail about YP findings

Opportunities exist for employers to support YPs through greater training and professional development and formalized mentoring programs. Just **40 percent of young fundraising professionals reported that their workplace offers any one of four programs or approaches that are shown in other industries to assist career advancement**, improve

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<sup>3</sup> Dimock, Michael. "Defining generations: Where Millennials end and Generation Z begins." PewResearch.org. <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/> (accessed February 26, 2020).

<sup>4</sup> Fry, Richard. "Young adult households are earning more than most older Americans did at the same age." PewResearch.org. <https://www.pewresearch.org/fact-tank/2018/12/11/young-adult-households-are-earning-more-than-most-older-americans-did-at-the-same-age/> (accessed February 26, 2020).

employee engagement, and promote teamwork.

### **Employer efforts to provide positive experiences for YPs**

Among the YPs whose employer offered professional development or mentoring:

- More than half (53% of the share with some offering, or 21% of all YPs) replied their organizations offered a **specific talent development or leadership development program, strategy, or initiative**, with slightly more Canadian organizations (62%) offering this than those in the U.S. (53%).
- Only four in 10 (39%) indicated their organizations offered **training about working with people of different generations**. This result represents only 16 percent of all YPs.
- Just over one-third (35%) reported **affinity groups within the organization** related to any type of identity or interest (age, ethnicity, “green workplace,” bike to work, etc.). This is 14 percent of all YPs in the study.
- A mere 21 percent stated their organizations had a **formal mentoring program for people new to fundraising**. This is just eight percent of all YPs in the study.

### **YPs too often given “stretch assignments” without support to succeed**

Young professionals are only moderately being challenged professionally, and those working in Canada are even less so.

- **Nearly one-fifth in each country (19% in the U.S. and 17% in Canada) are given stretch assignments but NOT offered support to succeed.**
- Half (50%) of young fundraising professionals working in Canada **do not receive stretch assignments at all**, compared to 37 percent of those working in the U.S.
- Forty-three percent in the U.S., compared to 32 percent in Canada, do receive stretch assignments and receive support to succeed.

### **YPs want more preparation for fundraising tasks**

When asked, “What part of your job/profession do you feel least prepared for,” more than **63 percent of young fundraising professionals identified at least one thing**. The responses were open-ended and coded by analysts. Among these 670 YPs,

- **Fifty-four percent identified a fundraising-specific task**, such as “Asking (includes making direct asks of individuals and corporations),” which was identified by 16 percent of all respondents to this question, and “Major Gifts,” identified by 14 percent. The third-most frequent area in fundraising was strategic planning/pipeline development, mentioned by nine percent of those who answered this question.
- **Thirty percent of YPs mentioned general business operations** as an area where they would like more preparation. The most frequent, mentioned by nine percent of all YPs answering this question, was management/supervision. Other business aspects mentioned included budgeting/finance/legal (8%), managing priorities (6%), and

communications/media/PR (3%).

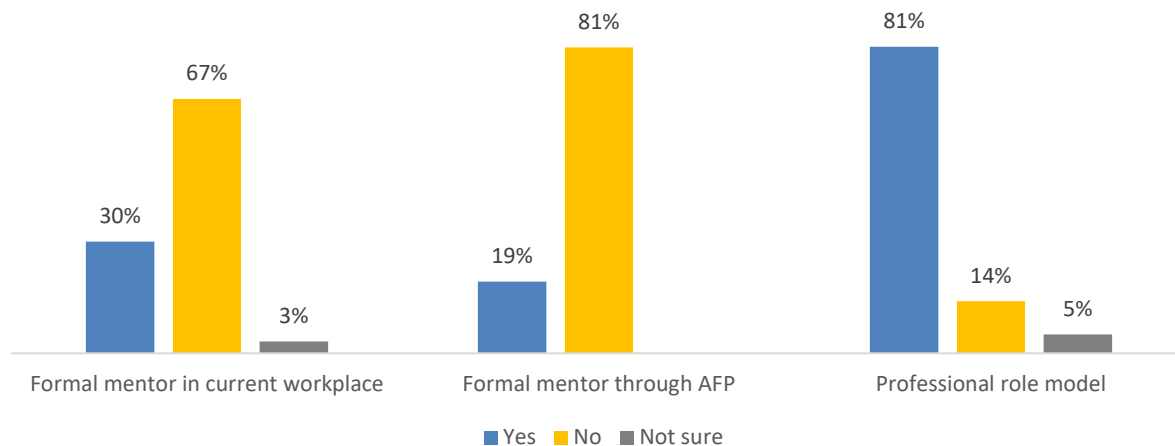
- The least frequent area for more preparation was in managing **personal or organizational expectations**. This included career advancement and transitions (5%), workplace culture (3%), and organizational lack of a culture of philanthropy (2%).

All these percentages are based on the 670 who answered the question with at least one option (and only 25 included more than one option).

### *Few YPs have mentors at their current place of employment or through AFP*

**Young professionals are not finding mentors in their current workplaces or through AFP and are more likely to find professional role models elsewhere.**

*Figure 12 Percent of respondents who have mentors or professional role models*



More than two-thirds **do not have a formal mentor in their current workplace:**

- Sixty-seven percent in the U.S., and
- Seventy percent in Canada.

An overwhelming majority – 81 percent – **do not have a mentor through AFP.**

**Eight in 10 respondents (81%) have someone they would consider a professional role model**, other than a mentor either in the workplace or through AFP. Of those, a large share identify their **professional role model as someone they worked with previously** (41% for the U.S. and 49% in Canada).

The vast majority (90% in both the U.S. and 91% in Canada) of those with a professional role model interact and learn from that person directly in person.

- Just under one-third (32%) in the U.S. interact/learn from a professional mentor during public events (presentations, speeches, or social events). In Canada, the share is far lower (18%).
- As many as one in five (21% in the U.S. and in Canada) interact/learn from their professional

role models through social media.

The role of mentors is important to professional advancement, and mentors either in the workplace or through AFP are equally beneficial. Of those who have a workplace mentor, 84 percent state their mentor has either **definitely helped** or **somewhat helped** them think about how to advance in their career. Similarly, of those who have a mentor through AFP, 80 percent state their mentor has either **definitely helped** or **somewhat helped** them think about how to advance in their career.

**Table 6: How a mentor benefited me**

Benefit	% Yes
Helped support my self-confidence	75%
Problem-solving	71%
Networking, connecting with people in the office	40%
Networking, connecting with colleagues in other venues	58%
Active coaching in how to do some aspect(s) of the job	69%
Challenged me to learn more	65%

### **YPs look to move organizations to gain more experience**

Young fundraising professionals want to learn more, and many are willing to move to another organization to do so.

- Sixty-six percent want to improve their leadership skills needed for fundraising.
- Fifty-eight percent want to gain skills for managing a team.

Note that **38 percent of YPs expect to move to another organization to gain experience** for fundraising/advancement. Just 31 percent anticipate their next move to be within their current organization.



## SECTION 4: FUNDRAISERS' COMPENSATION

This section examines the relationship of type of organization, gender, years of experience and level of education to salary levels in fundraising. Data tables are in Appendix 4 for the U.S. and Appendix 5 for Canada.

### Section 4.a: U.S. and Canadian compensation

The survey reached fundraising professionals at all career stages and many different sizes and types of organizations. The change in median and average salaries was NOT statistically significant in the U.S. However, the change in the mean in Canada, a reduction of 5.4 percent, is statistically significant.

**Table 7: Changes in mean and median salaries, 2018 to 2019, U.S. and Canada, all participants**

	U.S.			Canada		
	2018	2019	Change	2018	2019	Change
Mean	\$83,826	\$85,060	1.5%	\$91,547	\$86,876	-5.4%
Median	\$72,500	\$74,000	2.0%	\$80,000	\$80,000	0.0%

In the U.S., the rates of change, when excluding the top five percent of salaries was 1.8 percent for the mean and 2.8 percent for the median. These are not statistically significant differences at these sample sizes. Canadian fundraising professionals, excluding the top 5 percent, saw a 2.9 percent drop in the mean salary and no change for the median. See Table 8.

**Table 8: Changes in mean and median salaries, 2018 to 2019, U.S. and Canada, excluding top 5%**

	U.S.			Canada		
	2018	2019	Change	2018	2019	Change
Mean	\$75,535	\$76,920	1.8%	\$82,983	\$80,677	-2.9%
Median	\$70,000	\$72,000	2.8%	\$78,000	\$78,000	0.0%

### **Compensation changes were most likely by small increments, if at all, in 2019**

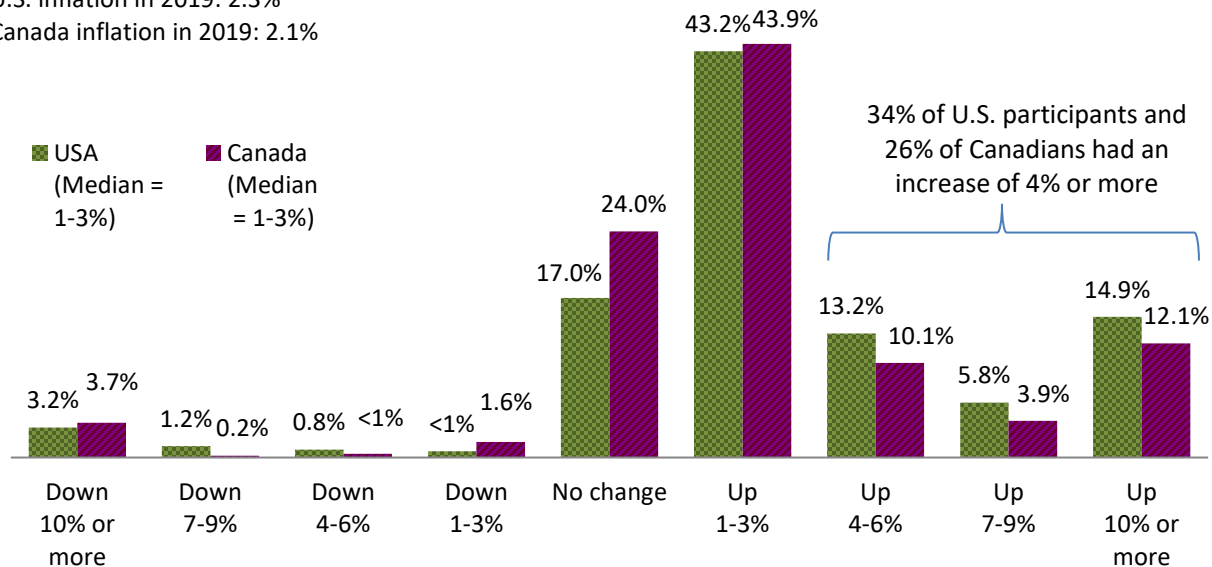
Inflation in the U.S. was 2.3 percent in 2019. U.S. participants who saw no increase in income for the year effectively received a cut in pay, along with those whose compensation was lower for the year. Income rose from one percent to three percent, or right around the rate of inflation, for 43 percent of survey participants. One-third (33 percent) reported 2019 compensation that was four percent or more than what they earned in 2018.

In Canada, the results are similar. Inflation in 2019 was 2.1 percent. **A plurality (43 percent) received a small increase in pay, between one percent and three percent.** About one-quarter (24 percent) had no change and five percent saw a drop in pay. Just 27 percent saw a pay increase of more than three percent.

**Figure 13: One-third saw income rise 4% or more**

U.S. N = 3,079; Canada N = 487

U.S. inflation in 2019: 2.3%  
Canada inflation in 2019: 2.1%



### Determining initial compensation and subsequent changes

Negotiating compensation at the time of hire is especially important for fundraisers. With just one-third of fundraisers seeing compensation increase faster than inflation, it is especially important to begin a new job at a fair compensation level.

#### Current salary negotiations

Fifty-nine percent feel they negotiated effectively for their current salary. This is comparable to results in 2017 and in 2018.

**Table 9: Majority\* feel that they negotiated effectively for current salary**

Did you negotiate effectively for your current position salary?	U.S. (N = 3,727)		Canada (N = 515)	
	%	N =	%	N =
Yes	59%	1,930	60%	311
No	41%	1,342	40%	204

\*Excludes non-responses

#### Less than one-third say compensation is tied to fundraising performance

About 31 percent of U.S. participants and 30 percent of Canadians agreed that their organizations "explicitly state that achieving determined performance goals will be a factor in determining a pay raise." This is a decline, though not statistically significant, from prior years when the proportion reporting performance-linked compensation was 33 percent.

## Section 4.b: Compensation by fundraisers' characteristics – U.S.

This section is based on salary data for 3,372 participants from the U.S. and indicates the following:

- The mean (average) salary for all participants is \$85,060. This is an increase of 1.5 percent compared with 2018, which is not a statistically significant difference. In other words, there was no change in average salary.
- The median (middle value) salary is \$74,000. This is two percent higher than the median for 2018, also not a meaningful change.
- The top 25 percent of participant fundraisers earned more than \$100,000 (the 75<sup>th</sup> percentile)
- The bottom 25 percent earn \$55,000 or less, compared with a U.S. median household income of \$63,688.

### Several factors interact to affect compensation

AFP [released a study](#) in March 2019 based on five years of data about compensation in the U.S. That report found that 10 percent of the gap between men's and women's pay was associated with gender alone. Other factors that were also tied to pay gaps were years of experience in the field and the size of the institution at which the AFP member worked.

This report focuses on differences in compensation in 2019 by individual characteristics without doing the additional statistical analysis to evaluate which factor—gender, education, experience, institution size, certification, and potential negative impacts—plays a more or less important role.

### Looking only at gender, men average higher salaries – U.S.

The average salary of male fundraisers in this study is \$104,534. Females are paid an average of \$80,898, or 22 percent less on average than the men. People who selected one of the other options for gender identity averaged a salary 14 percent less than women, at \$69,787. The sample size for this group is just 15, so this finding should be quoted with caution.

**Table 10: Men have higher average compensation before considering hours worked, education, experience, or institution size**

Gender	Mean	Median	St Dev	N =
Female	\$80,898	\$72,000	\$41,238	2,542
Male	\$104,534	\$85,000	\$88,333	629
Other	\$69,787	\$60,000	\$51,063	15

### In this survey, there is virtually no difference in compensation by ethnic heritage or race

Seventeen percent of study participants identified a race or ethnic heritage that was either multi-racial or something other than white/Caucasian only. The salary difference reported was 2.5 percent more for people of color/colour which is not a statistically significant difference. The salary calculation is based on study participants who reported working 30 hours a week or more and who were not self-employed consultants.

### Table 11: Average compensation by race or ethnic heritage – U.S.

Works 30+ hours per week and is not a self-employed consultant

Race/Ethnicity Category	Mean	Med	Std Dev	N =
Of color/colour *	\$87,290	\$77,347	\$48,292	494
Only white/Caucasian/European non-Hispanic	\$85,141	\$74,000	\$46,532	2,306

\*Includes Hispanic/Latinx regardless of country of family origin. The term “of color/colour” might not be a term used by individuals within this group. It is used here as a shorthand.

### Education and compensation – U.S.

Education level and hours worked per week are both highly correlated with earnings. For full-time employees, there is a near-linear progression based on education, with each increment in additional schooling related to an increase in average compensation with the exception of high school, where the average salary of \$72,775 lies slightly above the average for associate’s degree. On average, individuals with a high school degree entered fundraising above age 36, as a second career.

### Table 12: Compensation for part-time and full-time fundraising professionals by education level – U.S.

Highest education	Worked < 30 hours/week		Worked 30 + hours/week	
	Average	N =	Average	N =
High school	\$58,400	5	\$72,775	55
Associate's	\$74,833	6	\$70,149	55
Bachelor's	\$66,026	80	\$81,569	1,507
Master's	\$58,074	63	\$93,266	1,209
Doctorate	\$108,651	7	\$106,162	58
Other advanced degree (JD, MD, DO, etc.)	\$20,800	2	\$99,100	51

Excludes self-employed consultants.

Averages for fewer than 30 participants should be used with caution.

## Years of experience and compensation – U.S.

Years as a professional fundraiser is strongly correlated with compensation, more strongly than longevity at a current or other jobs or number of employers. The results using data collected in early 2020 are the same as those collected in early 2019.

**Table 13: Fundraising experience correlates with age, employment tenure, and income**

Correlation coefficients with income	Years in fundraising	Age now	Longest period at same employer	Years at current employer	Number of employers
Pearson R*	0.43	0.30	0.28	0.22	0.16
Strength of correlation	Strong to moderate	Moderate	Moderate to small	Moderate to small	Small

\*An R-value of .10 is considered small; .30 moderate; and .50 large. Excludes non-responses to any category. All of these are statistically significant to  $p < .05$ . Note that all these also correlate with each other.

## Compensation and credentials – U.S.

The possession of a certification credential correlates positively with salary. In the U.S. sample, CFREs reported average salaries that were between seven percent and 15 percent higher than their peers without CFRE who had a comparable number of years of experience in fundraising.

**Table 14: CFRE holders earn more, on average, than peers with similar levels of experience**

Years of experience	Hold CFRE			No CFRE		
	Average	Median	N =	Average	Median	N =
5 to 6	\$73,936	\$74,000	29	\$64,898	\$60,000	255
7 to 8	\$77,186	\$77,000	50	\$71,628	\$65,000	195
9 to 10	\$89,394	\$86,300	48	\$76,198	\$69,000	173
11 or more	\$112,601	\$101,000	491	\$102,487	\$90,000	915

Excludes non-responses to the question about certification.

People with other credentials also reported higher average salaries than those with no certification and at least five years of work as a professional fundraiser.

**Table 15: Certification is associated with higher income**

Certification	Average	Median	N =	% Different than none
ACFRE	\$131,179	\$125,500	14	48%
CFRE	\$106,119	\$96,000	618	20%
FAHP	n/a	n/a	0	
IADF	\$141,000	\$141,000	1	59%
Certificate in Fund Raising Management	\$84,217	\$71,150	41	-5%
None and 5+ years as a professional fundraiser	\$88,550	\$78,000	1,413	--

Excludes those not responding to the certification question.

### Career gaps that might have a negative impact on compensation – U.S.

People have gaps in experience for a variety of reasons. We asked about several that are relatively common. The light purple shaded cells show where women are more likely to report this type of gap than men: taking time off to care for children and following a spouse/partner to another city. The dark teal cell is the career gap that is reported more often by men: resigning from a position before being offered a new position. All these percentages are based on the number of people who responded to this question (771, or 24% of the entire U.S. respondents).

**Table 16: Potential negative earnings effects – U.S.**

Purple highlight indicates women are more likely to report lower earnings for this reason. Teal highlight shows the one area in which men were more likely to report lower earnings.

Time off to:	Total (N = 771)		Male (N = 116)		Female (N = 631)		Gender not reported or non-binary (N = 24)	
	N =	%	N =	%	N =	%	N =	%
Take care of children	136	17.6%	12	10.3%	120	19.0%	4	16.7%
Care for family members	146	18.9%	14	12.1%	127	20.1%	5	20.8%
Care for my own health	185	24.0%	22	19.0%	155	24.6%	8	33.3%
Further my education	52	6.7%	9	7.8%	38	6.0%	5	20.8%
Resigning from a position to move to another city to follow my partner's/spouse's career	92	11.9%	15	12.9%	74	11.7%	3	12.5%
Resigning from a position before being offered a new position	157	20.4%	32	27.6%	114	18.1%	11	45.8%
Other	223	28.9%	38	32.8%	183	29.0%	2	8.3%

Total is the number of participants that reported at least one factor negatively impacting their pay (including "other"). Where N is less than 30, please use findings with caution.

Among the comments for “other” were 77 (10%) who indicated some kind of organizational-level challenge, such as budget problems, organizational restructuring, or merger with another nonprofit. Another 26 (3.4%) indicated their compensation is lower because they have sought to balance family responsibilities with work. These include individuals who work part-time or avoid jobs that require travel because they want to be home with children, or who are perceived as “not dedicated enough” because family member appointments occur during work hours.

## Section 4.c: Compensation based on fundraisers' characteristics – Canada

This section is based on salary data for 515 Canadian participants and indicates the following:

- The mean (average) salary for all participants is \$86,876.
- The median (middle value) salary remained \$80,000 in Canada.
- The top 25 percent of participant fundraisers earn more than \$103,875 (75<sup>th</sup> percentile).
- The bottom 25 percent earn \$61,000 or less compared with the 2017 national family median of \$84,950.

Table 51 in Appendix 5 provides the salary data (in Canadian dollars) for Canadian participants by position.

### Men average higher salaries – Canada

On the surface, there is a difference in the compensation of males and females. The average salary of Canadian male fundraisers in this study is \$99,584. Females are paid an average of \$83,963, or 15.6 percent less, on average, than men.

**Table 17: Men have higher average compensation before considering hours worked, education, experience – Canada**

Gender	Mean	Median	St Dev	N =
Female	407	\$83,963	\$78,000	\$36,832
Male	84	\$99,489	\$90,850	\$49,523
Other	4	\$46,875	\$51,250	\$29,918

Excludes non-responses

### Compensation by ethnic heritage or race shows little difference

In Canada, 22 percent of participants selected a race or ethnic heritage other than only white/Caucasian. This provides at least 60 participants who work 30 hours a week or more for comparison of salaries for people of color/colour and those who are not. In this study, for these participants, there is 2.5 percent gap in compensation. Demographic data about survey participants in Canada appears in Appendix 2, Table 33.

**Table 18: Average compensation by race or ethnic heritage – Canada**

Works 30+ hours per week and is not a self-employed consultant

Race/Ethnicity Category	Mean	Med	Std Dev	N =
Of color/colour*	\$84,295	\$75,000	\$39,279	63
Only white/Caucasian/European non-Hispanic	\$86,389	\$80,000	\$38,079	288

\*Of color/colour excludes those selecting other and those selecting Jewish but includes all other non-White categories, including Multiracial/Multiethnic. The term of color/colour might not be a term used by individuals within this group. It is used here as a shorthand.

Note, the above table (race/ethnicity) includes only those working 30+ hours week and excludes self-employed consultants.

### Education and compensation – Canada

People who work 30 hours a week or more average higher compensation. Pay also varies with educational attainment, although not necessarily in a linear fashion. While the 79 individuals who hold a master’s degree averaged more than \$109,000 in pay, the few with a two-year degree averaged \$74,210 and the 13 with a high school diploma averaged \$83,622.

**Table 19: Education, compensation and hours worked – Canada**

	Work < 30 hrs/week		Work 30+ hrs/week	
	Average	N =	Average	N =
High school	n/a	0	\$77,253	19
Two-year college/Associate’s	\$51,500	2	\$83,393	33
Three- or four-year degree	\$76,654	16	\$86,139	272
Master's	\$81,667	6	\$97,015	95
Doctorate	\$20,000	1	\$115,000	2
Other advanced degree (JD, MD, DO, etc.)	\$70,000	1	\$69,333	3

Excludes self-employed consultants.

Averages for fewer than 30 participants should be used with caution.

### Years of experience and compensation – Canada

Years as a professional fundraiser is strongly correlated with compensation, whereas number of employers or years at current employer are not strongly associated with compensation. The results for data collected in early 2020 are similar to those collected in early 2019, based on the comparative strength of the correlations of the different factors.

**Table 20: Fundraising experience correlates with age, employment tenure, and income – Canada**

Correlation coefficients with income	Years in fundraising	Age now	Longest period at same employer	Years at current employer	Number of employers
Pearson R*	0.48	0.35	0.35	0.17	0.19
Strength of correlation	Moderate to large	Moderate	Moderate	Small	Small

\*An R-value of .10 is considered small; .30 moderate; and .50 large. Excludes non-responses to any category. All of these are statistically significant to  $p < .05$ . Note, all these also correlate with each other.

### Credentials and compensation – Canada

CFRE is the most widely held fundraising certification among the Canadian AFP members participating in this study. Thirty-one percent of the individuals answering the question held a CFRE. Less than one-half of one percent reported ACFRE. An equally low percentage are FAHP. None are IADF. Those who hold the CFRE found their compensation increased with years of experience at higher rates than those without the certification. Among survey participants with less than eight years of experience, however, there was little difference in compensation based on CFRE, which in part reflects the low number of responses in these cells.



**Table 21: With more years of experience, CFRE holders earn more on average than their peers without CFRE – based on those who work 30 hours a week or more**

Years of experience	Hold CFRE			No CFRE		
	Average	Median	N =	Average	Median	N =
5 to 6	\$76,033	\$80,500	6	\$77,745	\$68,000	41
7 to 8	\$79,333	\$75,000	3	\$77,132	\$73,000	37
9 to 10	\$87,304	\$82,500	14	\$77,206	\$75,000	27
11 or more	\$114,497	\$109,500	98	\$105,496	\$94,000	211

Excludes non-responses about certification. Where N is less than 30 use findings with caution.

### Career gaps that might have a negative impact on compensation – Canada

People have gaps in experience for a variety of reasons. We asked about several that are relatively common. The light purple shaded cells show where women are more likely to report this type of gap than men: taking time off to care for children and following a spouse/partner to another city. The dark teal cell is the career gap that is reported more often by men: resigning from a position before being offered a new position. All these percentages are based on the number of people who responded to this question (144 or 29 percent of the total responses).

**Table 22: Potential negative earnings effects – Canada**

Purple highlight indicates women are more likely to report lower earnings for this reason. Teal highlight shows the one area in which men were more likely to report lower earnings.

Time off to:	Total (N = 197)		Male (N = 23)		Female (N = 115)		Other/not reported (N = 21)	
	N =	%	N =	%	N =	%	N =	%
Take care of children	29	20.1%	2	8.7%	24	20.9%	3	50.0%
Care for family members	16	11.1%	3	13.0%	13	11.3%	0	0.0%
Care for my own health	38	26.4%	5	21.7%	31	27.0%	2	33.3%
Further my education	15	10.4%	3	13.0%	11	9.6%	1	16.7%
Resigning from a position to move to another city to follow partner's or spouse's career	15	10.4%	1	4.3%	14	12.2%	0	0.0%
Resigning from a position before being offered a new position	27	18.8%	6	26.1%	21	18.3%	0	0.0%
Other	48	33.3%	9	39.1%	38	33.0%	1	16.7%

Total is the number of participants that reported at least one factor negatively impacting their pay (including “other”). Where N is less than 30 use findings with caution.

## Section 4.d: Compensation varies by organizational traits

### Compensation for fundraising within different subsectors varies

Within the U.S. the median salary for all study participants is \$72,000. By subsector, professional fundraisers in 11 different types of charities earn a median between \$70,000 and \$80,000. In three subsectors, the median is above \$80,000, and in seven, it is less than \$70,000. The median is selected as the more representative value since it is the midpoint and is less affected by very high or very low values that would skew an average. In the figure below, the median is represented by the smaller, green arrows for the 10 (of 21) subsectors with more than 100 participants in this study. For data about all subsectors, see Table 40 in Appendix 4.

**Figure 14: Compensation in the U.S. by selected subsector where N > 100**

Median = smaller green arrows; Mean = larger blue arrows

Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.) (n = 439)	\$64,000	\$77,396
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos) (n = 104)	\$66,575	\$75,910
Higher Education (college, university, community college and/or affiliated foundation) (n = 421)	\$85,000	\$99,167
Primary or Secondary Education (private, public and/or affiliated foundation) (n = 272)	\$75,000	\$85,704
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.) (n = 116)	\$67,750	\$83,166
Health Services (hospital, clinic, nursing home, specialized services) (n = 562)	\$80,000	\$92,124
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport) (n = 906)	\$66,000	\$74,420
Environmental (wildlife, habitat, conservation, environmental education, etc.) (n = 185)	\$73,000	\$81,676
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.) (n = 131)	\$75,000	\$84,144
Community Development/Economic Development (includes affordable housing) (n = 198)	\$62,125	\$74,352

In Canada, the overall median salary is \$86,000, with a low of \$53,590 for association or membership foundation fundraising (N = 4) and a high of \$98,596 for primary and secondary schools (N = 25). The mean and median compensation levels for subsectors with 30 or more participants from Canada are shown in Figure 19 and data for all subsectors are in Table 50 in Appendix 5.

**Figure 15: Compensation in Canada, by selected subsector where n > 30**

Median = smaller green arrows; Mean = larger blue arrows

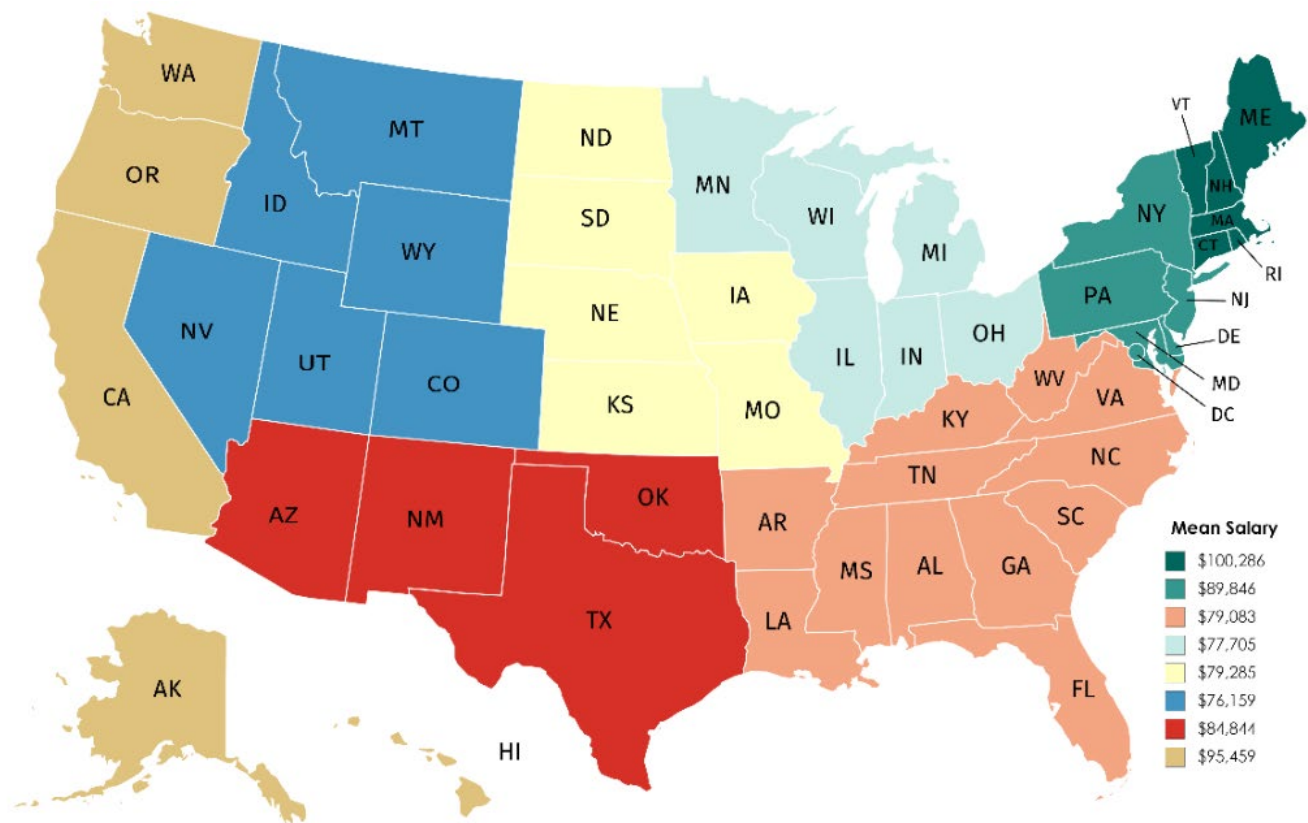


## U.S. regional differences

In this wave of the Compensation and Benefits Survey, the highest mean was reported in New England and the highest median in the West. The lowest mean is in the Mountain states and the lowest median is in states around the Great Lakes.

**Figure 16: Average salaries were highest in West and New England, lowest in Mountain states**

Created with Mapchart.net



**Table 23: U.S. regional salary averages and medians**

Region (U.S.)	Mean	Median	N =
<b>New England</b> (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut)	\$100,286	\$82,500	147
<b>Mid-Atlantic</b> (New York, Pennsylvania, New Jersey, Delaware, Maryland, D.C.)	\$89,846	\$79,250	590
<b>South</b> (Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, Kentucky, Tennessee)	\$79,083	\$70,000	619
<b>Great Lakes</b> (Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota)	\$77,709	\$66,400	680
<b>Great Plains</b> (North Dakota, South Dakota, Iowa, Missouri, Kansas, Nebraska)	\$79,285	\$71,750	202
<b>Mountain</b> (Montana, Idaho, Wyoming, Colorado, Utah, Nevada)	\$76,159	\$68,750	128
<b>South Southwest</b> (Texas, Oklahoma, New Mexico, Arizona)	\$84,844	\$75,000	355
<b>Pacific</b> (Washington, Oregon, California, Alaska, Hawaii)	\$95,459	\$85,000	510

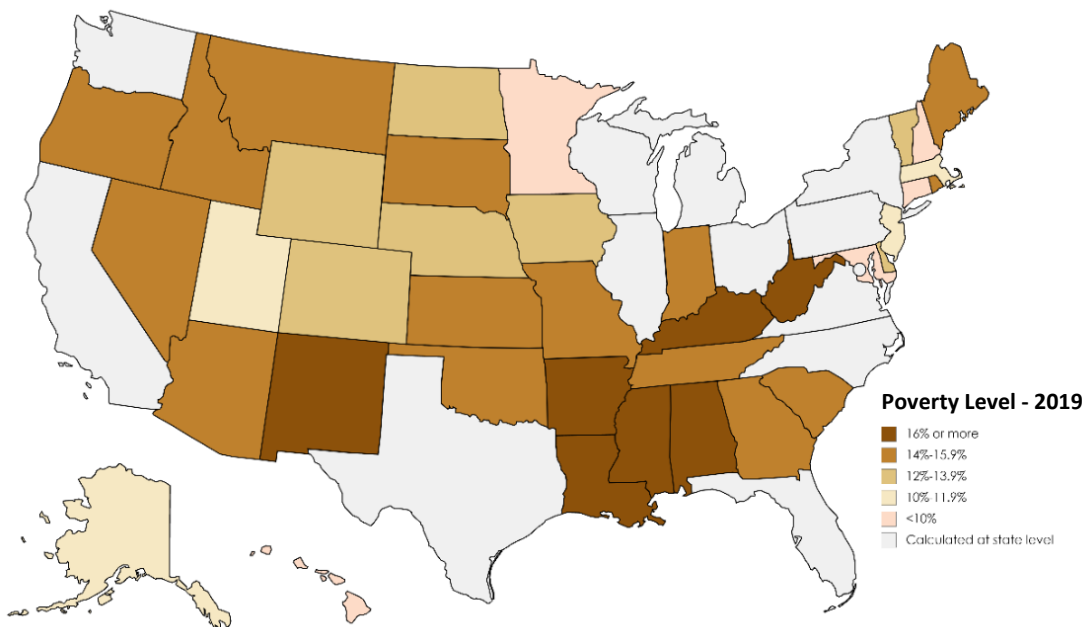
Excludes those who did not select a state, represented "other" region, or did not report salary. Regions are for this report and are not based on another entity's categories.

**U.S. Differences by poverty level or by state (states with population > 10 million)**

Many states are large enough that they have their own “mini-economies.” In addition, there are wide ranges, even within a region, of poverty levels. This edition of the Compensation and Benefits Survey introduces mean and median values grouped by the poverty level for each state. However, where there are 10 million or more state residents, we report that state’s data separately. Thus, for California, the mean salary was \$101,809 and the median \$92,290. In states with a poverty level below 10 percent, the mean (average) salary was \$84,349. These states are Minnesota, New Hampshire, Connecticut, and Maryland.

**Figure 17: Average salaries reflect poverty levels, with hard-hit states showing lower pay**

Created with Mapchart.net



States with:	N	Mean	Median
Poverty 16%+ (NM, AR, LA, AL, MS, KY, WV)	160	\$71,428	\$68,500
Poverty 14%-15.9% (OR, ID, MT, NV, SD, AZ, KS, OK, MO, IN, TN, GA, SC, RI, ME)	212	\$74,116	\$69,000
Poverty 12%-13.9% (CO, WY, NE, IA, VT, DE)	288	\$80,783	\$72,000
Poverty 10%-11.9% (AK, UT, NJ, MA)	341	\$87,780	\$74,000
Poverty < 10% (HI, MN, NH, CT, MD)	196	\$84,349	\$76,350

States with 100+ respondents and 10M+ residents:			
	N	Mean	Median
CA	348	\$101,809	\$92,280
DC*	92	\$98,867	\$88,750
FL	138	\$89,754	\$75,500
IL	132	\$95,563	\$79,000
MI	102	\$78,468	\$65,000
NC	115	\$68,343	\$56,000
NY	250	\$87,372	\$75,000
OH	185	\$70,459	\$65,000
PA	174	\$81,786	\$73,000
TX	187	\$90,493	\$79,500
VA	97	\$89,161	\$75,000
WA	105	\$81,417	\$74,200
WI	107	\$64,701	\$60,000

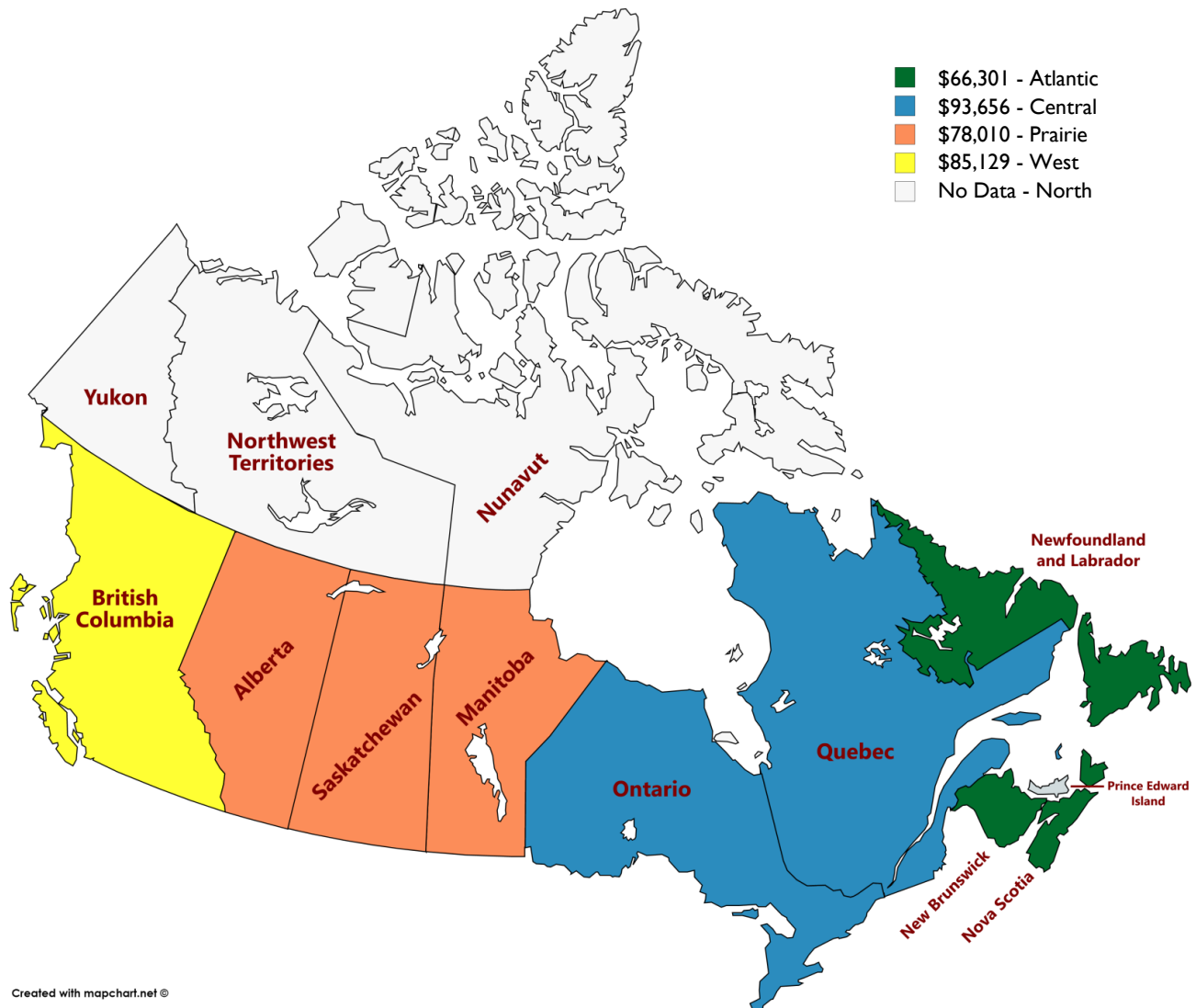
\*Included because many national charities have their headquarters there.

## Canadian provincial differences

Compensation for fundraisers was lowest in the Atlantic provinces and highest in Ontario and Quebec.

**Figure 18: Average salary by region in Canada**

Created with Mapchart.net



Created with mapchart.net ©

**Table 24: Canadian regions salary averages**

Region of Canada	Mean	Median	N =
Atlantic	\$66,301	\$61,500	37
Central	\$93,656	\$83,500	280
Prairie	\$78,010	\$75,000	113
West	\$85,129	\$78,000	80
North	No data		

### Geographic scope of the organization

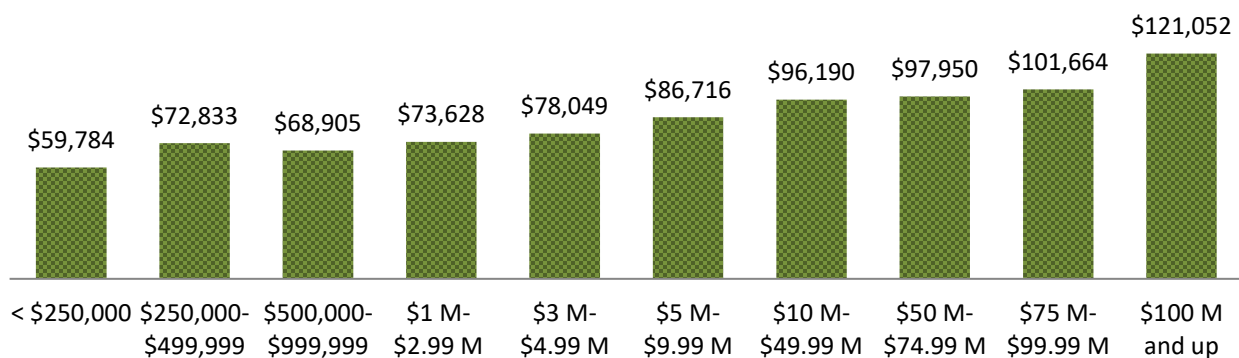
Just over 40 percent (41%) of U.S. fundraisers work in organizations that focus their programming locally and more than a third (35%) work at a state or regional level. In Canada, 33 percent work at the local level and 36 percent at the provincial or regional level.

Salaries vary slightly based on the type of territory served by the organization. In the U.S., people who work for local and state level organizations have lower salaries, on average, than those in national and international entities. Data are in Table 42, Appendix 4 for the U.S. and in Table 53, Appendix 5 for Canada.

### Institutional budget range – U.S.

Institutions with larger expenditure budgets pay their fundraising personnel more, on average, as do institutions with higher fundraising goals or achievements (see Table 25).

**Figure 19: Average compensation by organizational size (expenditure budget), all positions – U.S.**



The number of participants for each organizational size is more than 75.

### Institutional budget range by amount raised – U.S.

Overall organizational budget is linked to the amount raised, although certainly some very large organizations, such as hospitals, raise a comparatively small percentage of their operating budget through philanthropic support. Similarly, some organizations with small operating budgets now raise large amounts as part of a campaign or to direct to another initiative, such as for international relief. Still, in broad terms, as budget amounts rise, so does average compensation. Data for compensation by total budget appear in Table 45 in Appendix 4 and data for compensation by amount raised are in Table 46.



**Table 25: Average compensation based on organizational total budget and amount raised, all positions**

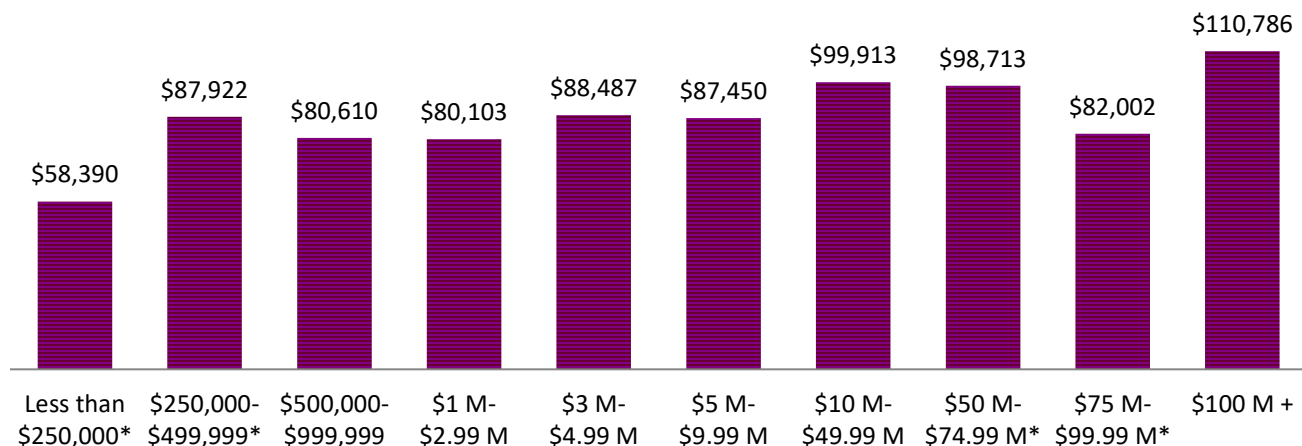
Expenditure budget	Amount Raised							
	Less than \$500,000		\$500,000 – \$2.99 M		\$3 M – \$10 M		\$10 M +	
	Average	N =	Average	N =	Average	N =	Average	N =
Less than \$500,000	\$57,195	183	\$85,628	76	\$100,090	10	\$118,337	8*
\$500,000 – \$2.99M	\$61,137	189	\$70,786	546	\$97,768	83	\$98,676	33
\$3 M – \$10 M	\$65,248	72	\$77,480	272	\$85,988	246	\$121,251	57
\$10 M – \$74.99 M	\$74,530	65	\$88,147	217	\$95,837	240	\$110,440	244
\$75 M +	\$71,642	7	\$103,731	33	\$118,233	71	\$120,089	191

\*Responses in this cell are from supporting organizations that themselves have low operating budgets but that raise funds for a separate entity such as a hospital or higher educational institution.

### **Institutional budget range – Canada**

Compensation for fundraisers trends upward as organizational budget rises but only slightly. The range of responses in Canada for compensation amounts is much narrower than in the U.S.

**Figure 20: Average compensation by organizational size (expenditure budget), all positions – Canada**



\*Less than 30 responses, use finding with caution.

### **Institutional budget range by amount raised – Canada**

Compensation is also associated with the amount that the organization raises. Even very large organizations, if the fundraising goal is low, have lower compensation levels. Table 54 in Appendix 5 shows compensation by organization size (expenditure budget) for Canada and Table 55 shows average compensation based on amount that the organizations raise through philanthropy.

Table 26 shows the cross-tabulation of average salaries based on the combination of amount raised and organizational expenditures.

**Table 26: Average compensation based on organizational total budget and amount raised, all positions – Canada**

Budget	Amount raised							
	Less than \$500,000		\$500,000 – \$2.99 M		\$3 M – \$10 M		\$10 M +	
	Average	N =	Average	N =	Average	N =	Average	N =
Less than \$500,000	\$53,100	13	\$88,023	27	\$84,500	2	\$69,000	1
\$500,000 - \$2.99 M	\$66,731	13	\$73,661	68	\$93,641	30	\$115,390	9
\$3 M - \$10 M	\$72,457	8	\$84,465	34	\$87,833	27	\$101,161	18
\$10 M - \$74.99 M	\$77,667	6	\$91,785	21	\$113,842	19	\$101,547	48
\$75 M +	\$56,000	1	\$89,670	3	\$124,750	8	\$105,694	27

Very few of these cells have 30 or more responses; use findings with caution.

## SECTION 5: BENEFITS

The benefits chapter presents the data on options offered in the areas of health/medical benefits, retirement plans, and other miscellaneous perquisites or "perks" for U.S. and Canadian participants, overall and by position.

### Section 5.a: Medical/health benefits – U.S.

#### *U.S. participants*

Table 57 in Appendix 6 provides data about the medical/health benefits data for the participants from the U.S. To be consistent with prior years, the percentages are based on the total number of responses to the survey, even those who did not answer the health benefits section.

- Ninety-three percent of those answering this question indicated that their organization provides some kind of health benefits. This is similar to the percentage of participants in 2017 and 2018 who indicated that they received medical insurance or other medical payment plans through an employer.
- Eighty-three percent receive dental coverage, 76 percent have vision insurance, and 60 percent have some coverage for prescriptions. All of these are statistically significantly higher, by 20 percentage points or more, than in the survey about 2018. The 2020 survey respondents were slightly more likely to be employed by organizations with budgets of \$1 million or more than was the case in the 2019 survey. Larger organizations tend to offer more benefits.

Other forms of medical expense coverage from employers included:

- Medical Savings Account/Health Savings Accounts offered at 58 percent of employers. This is a large, statistically significant increase compared with 2018, when the same question received 39 percent responding yes.

This year's survey did not ask about share of insurance premiums paid by employer or employee or about the extent to which employers offered coverage for family members or dependents. For the most recent information about those questions, please see the report released in 2019 about compensation and benefits in 2018.

#### *Finding benefits by position*

To examine survey results about health benefits for a particular position, e.g., what percentage of U.S. CEOs receive dental insurance benefits, **go to Table 57 in Appendix 6**. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top. When you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in drawing conclusions about the benefits received by ALL CEOs (or whatever position) based on the available data.

## Section 5.b: Medical/health benefits – Canada

Table 60 in Appendix 7 provides the medical/health benefits data for the 642 Canadian participants and indicates the following:

Ninety-one percent of Canadian participants indicated they receive some kind of medical coverage, including insurance, direct reimbursement, on-site clinic, major medical, or other services. For the rest of these values, we use the total number of all Canadian responses as the denominator, even if they skipped the healthcare section, because that is how it has been done in the past.

- Ninety-three percent of 514 Canadian participants who answered this question reported some form of health insurance coverage.
- Eighty-two percent receive coverage for basic hospitalization and major medical costs.
- Prescriptions are covered at least in part for 89 percent, 75 percent have vision insurance, and 88 percent are offered dental insurance.

The percentage of fundraising employees receiving these types of insurance is higher, with statistical significance, compared with results for 2018. This suggests that more employees in larger organizations responded in 2020 about 2019, or possibly that a three-year downward trend was reversed.

## Section 5.c: Retirement benefits – U.S.

### *U.S. participants*

Table 58 provides the retirement benefits data by position for U.S. participants and indicates the following:

- Among more than 3,200 U.S. participants who answered this section, NONE said their employer offers no kind of retirement plan.
  - Forty-four percent of participants indicated they can participate in a 401(k) plan.
  - Forty-eight percent of participants are offered a 403(b) plan.
  - Eleven percent reported their employer has a defined benefit plan.

A table showing results for retirement plans appears on the next page. This year's survey did not ask about employer contributions to 401(k), 403(b) or IRA plans, nor about limits for matching employee contributions. For the most recent information about those questions, please see the report released in 2019 about compensation and benefits in 2018.

### Table 27: Retirement plans, U.S.

Answered retirement questions, N = 3,239 (represents participants who answered at least one question about retirement plans)

Type of plan	Percentage offered
401(k)	43.5%
403(b)	47.7%
Defined contribution plan	32.7%
Individual Retirement Account (IRA)	19.4%
Defined benefit pension plan	10.6%
Profit-sharing plan	1.7%
Thrift/savings plan	1.8%
My organization doesn't offer any retirement plan at all.	0.0%

Excludes non-responses.

If you want to examine retirement benefits by position, e.g., what percentage of U.S. CEOs receive retirement benefits through a 401(k) plan, go to Appendix 6, Table 58 and find the column labeled CEOs. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top.

The same analysis can be used for each of the position-based tables that follow. However, when you do your analyses, pay particular attention to the total number of participants represented in a category.

The smaller the number of participants, the more careful you must be in extrapolating from the data.

### Section 5.d: Retirement benefits – Canada

Table 61 in Appendix 7 provides the retirement benefits data by position for 512 Canadian participants who answered this section and indicates the following:

- Fifty-two percent of participants said their employer offers either a defined benefit or a defined contribution retirement plan. This is a significant drop from the 72 percent who reported availability of a pension plan in 2018.
- Thirty-four percent reported their employer offers a defined benefit pension plan. This is a significant decline from 49 percent reported for 2018.
- Eighteen percent reported their employer offers a defined contribution plan. This is also a significant decline, down from 35 percent reported for 2018.
- Thirty-four percent of Canadian participants reported a Group Registered Retirement Savings Plan is offered. This is seven-point gain over 2018.

This year's survey did not ask about employer contributions to retirement plans, nor about limits

for matching employee contributions for retirement savings. For the most recent information about those questions, please see the report released in 2019 about compensation and benefits in 2018.

**Table 28: Retirement Plans – Canada**

Answered retirement questions, N = 512. Includes participants answering at least one of the retirement questions.

Type of plan (See Appendix 1 for definitions)	Percentage offered
Defined benefit pension plan	34%
Defined contribution plan	18%
Group Registered Retirement Savings Plan	34%
Profit-sharing plan	0.4%
Other	4%
My organization does not offer retirement benefits.	20%

Excludes non-responses.

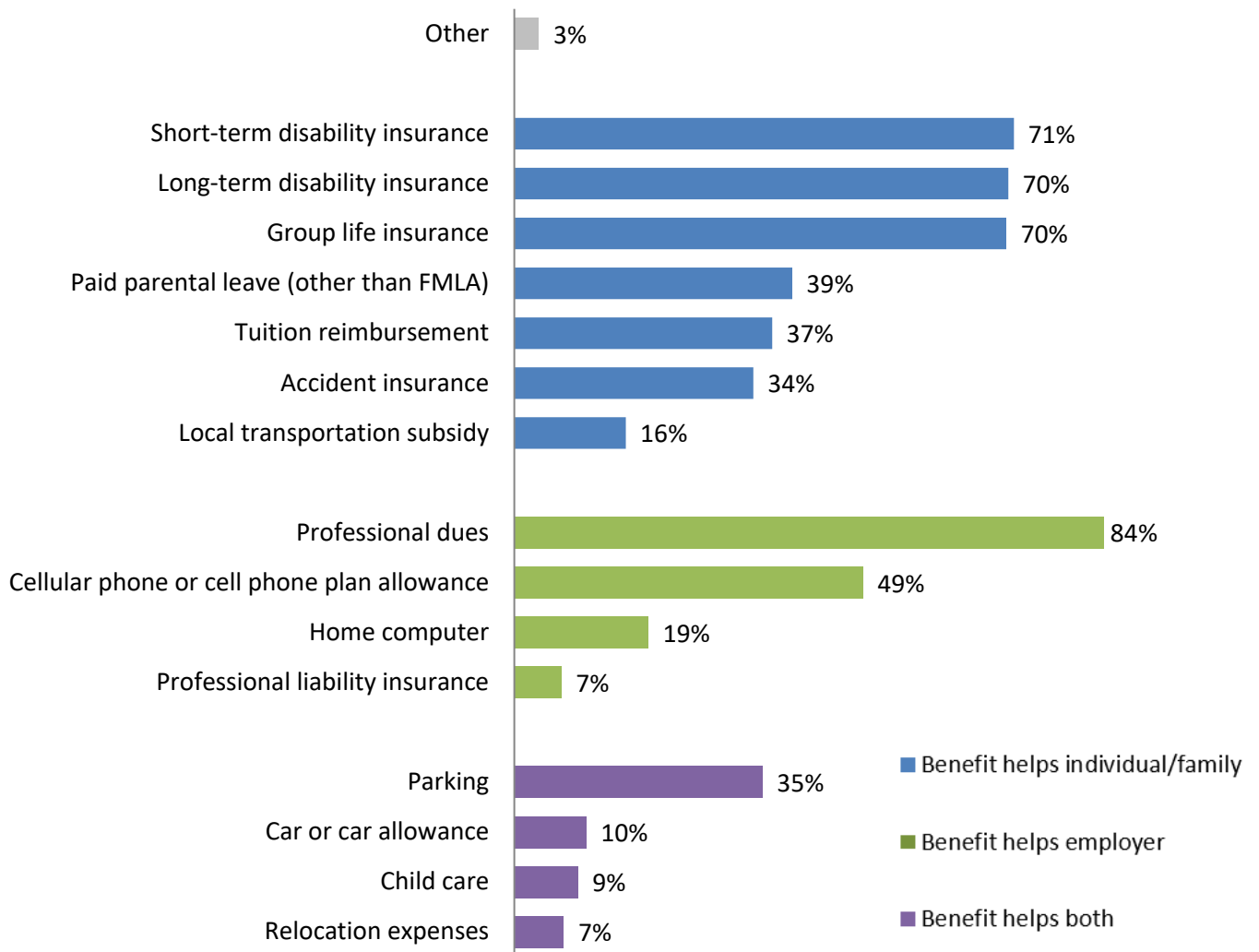
If you want to examine retirement benefits by position, e.g., what percentage of Canadian CEOs receive defined benefit pension plans, go to Appendix 7, Table 61 and find the column labeled CEOs. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top.

The same analysis can be used for each of the position-based tables that follow. However, when you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in extrapolating from the data.

## Section 5.e: Other benefits – U.S.

Table 56 provides the Other Benefits data by position for 2,929 study participants who answered this question (73% of U.S. participants). Seven in 10 employers offer group life or disability insurance. Payment of professional dues is most common, reported by 84 percent. No other benefit was offered by more than half of employers. Figure 21 summarizes the overall percentages.

**Figure 21: Other benefits organized by those that benefit the family or individual and those that have a clear connection to work and being available for work**

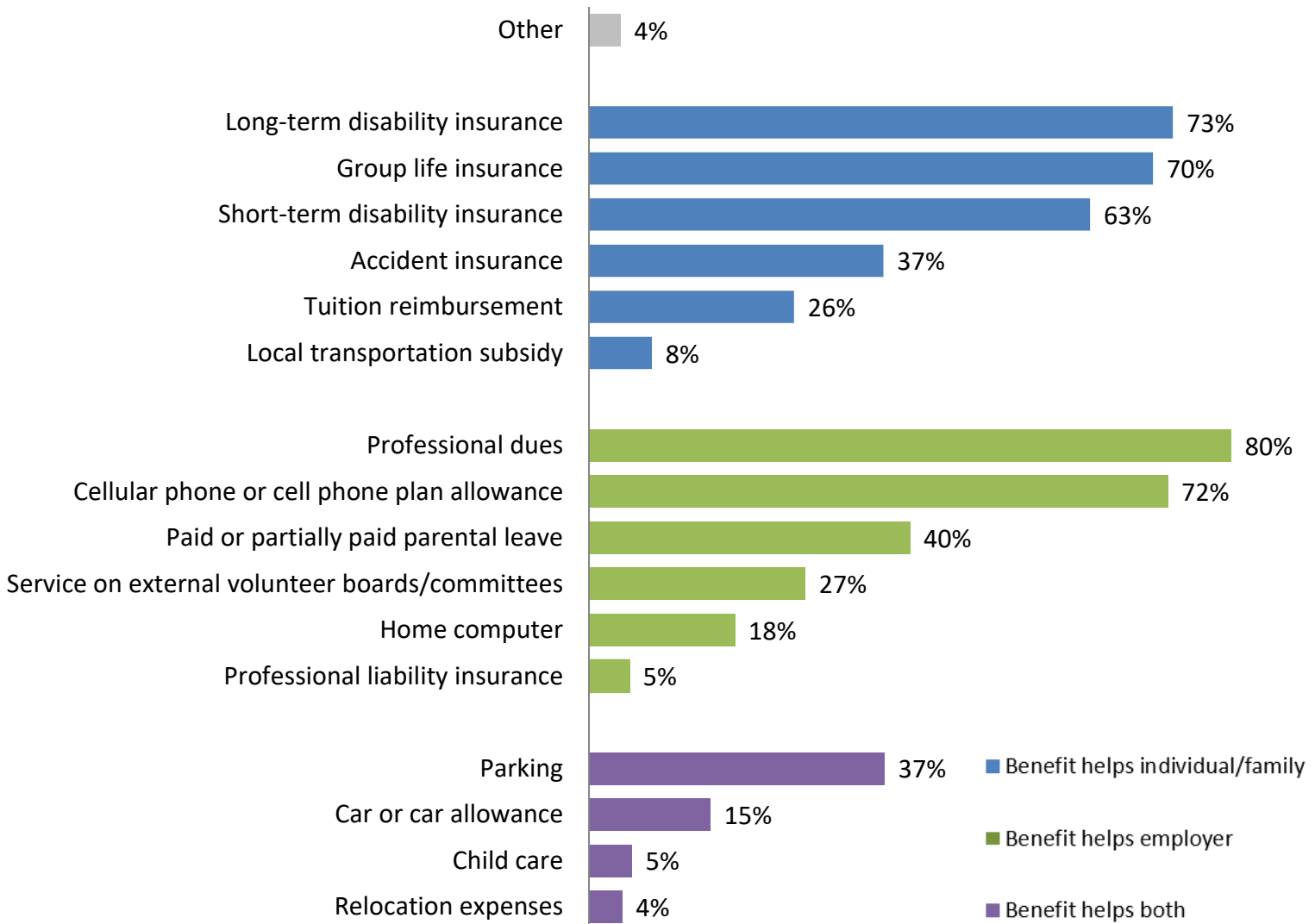


If you want to examine benefits by position, e.g., what percentage of U.S. CEOs receive group life insurance, go to the Appendix 6, Table 56. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top. The same analysis can be used for each of the position-based tables that follow. However, when you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in extrapolating from the data.

## Section 5.f: Other benefits – Canada

Figure 22 below shows overall frequencies of other benefits for Canadian participants. More detail appears by position in Table 63 in Appendix 8. Professional dues, cell phone plans and insurance offers are the most common.

**Figure 22: Canadian benefits organized by those that benefit the family or individual and those that have a clear connection to work and being available for work**



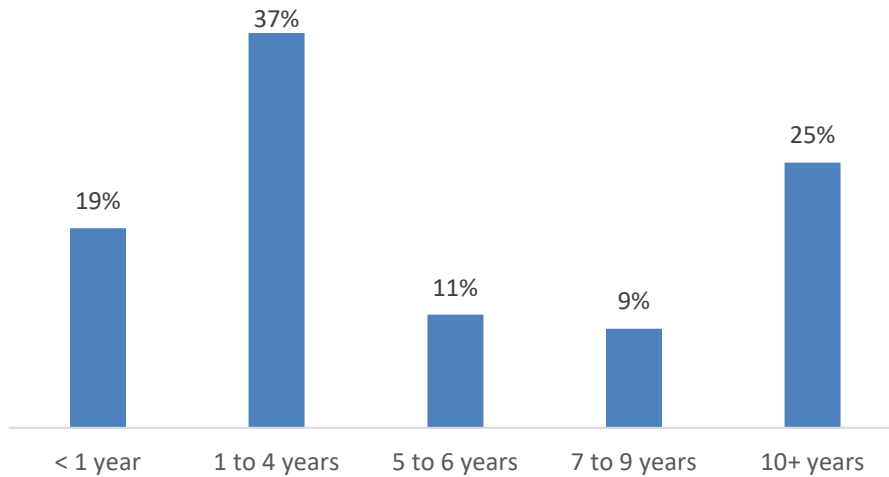
If you want to examine benefits by position, e.g., what percentage of Canadian CEOs receive group life insurance, go to Appendix 7, Table 59. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top.



## SECTION 6: AFP ENGAGEMENT

This wave of the survey sought information about members' engagement with AFP. Among survey respondents, the largest share (37%) have been members for one to four years, although a quarter reported being members for 10 years or more.

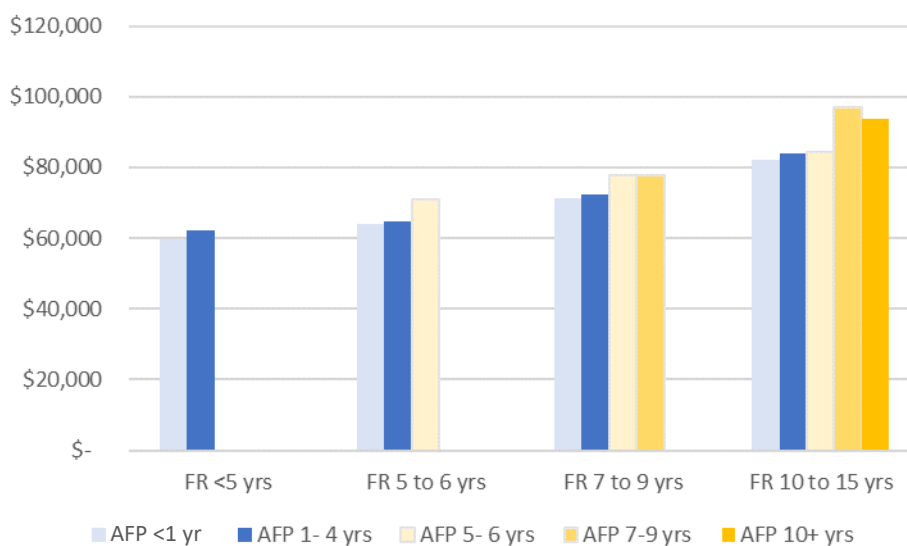
**Figure 23: Years of membership in AFP, U.S. and Canada combined**



### AFP membership term and salary – U.S.

Analysts in this wave found that when someone joins AFP early in their fundraising career and remains a member, the average salary increases, compared with members who joined more recently in a career that began at roughly the same time.

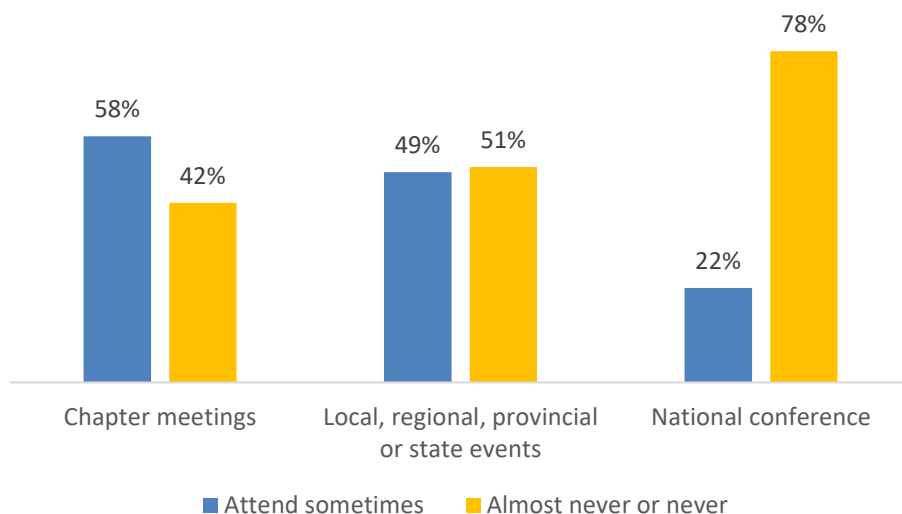
**Figure 24: Steady increase in average salary as years in AFP increases**



### Chapter, regional or provincial activities, and ICON participation

A majority of members participate at least sometimes in chapter meetings (58%) and about half participate at least sometimes in state/provincial or regional activities in addition to chapter meetings. For chapter meetings, those attending sometimes attended at least once a year or more often. For state or provincial and national activities, participating “sometimes” was defined as at least once in the past three years or more often.

**Figure 25: Frequency of participation in AFP activities, U.S. and Canada combined**



### Attending chapter meetings for younger and for lower-paid members is associated with \$900 or more in salary

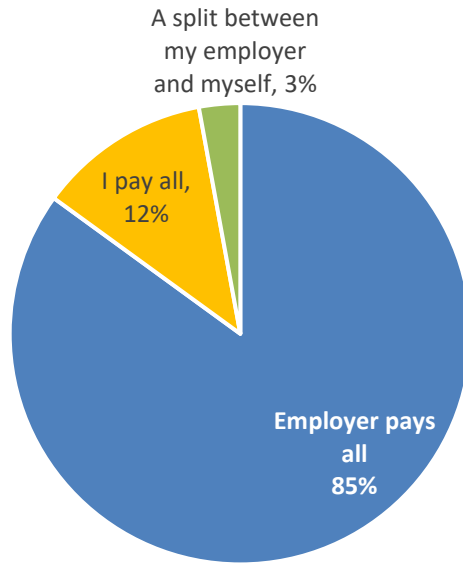
For younger and for lower-paid AFP members, participating at least once a year in chapter meetings was associated with about \$1,000 more in compensation. Among members age 35 and under, those who attend some chapter meetings earn an average of \$63,289 compared with an average for non-attenders of \$62,205. This is a difference of \$1,088 more for those who attend AFP chapter meetings.

Among all individuals, regardless of age, who earned less than \$65,000 in 2019, those attending AFP chapter meetings earned an average of \$50,165 compared with a non-attender average of \$49,265. This is a difference of \$900 more for those who attend. Note that all values are based on working 30 or more hours a week.

### Eighty-five percent of employers pay 100% of AFP dues

Dues for the Association of Fundraising Professionals include a portion for the services organized at AFP Global and a portion for the chapter. In 2019, only 12 percent of surveyed members paid dues on their own, and three percent shared the cost with their employer. The large majority, 85 percent, received dues payments as a benefit of employment.

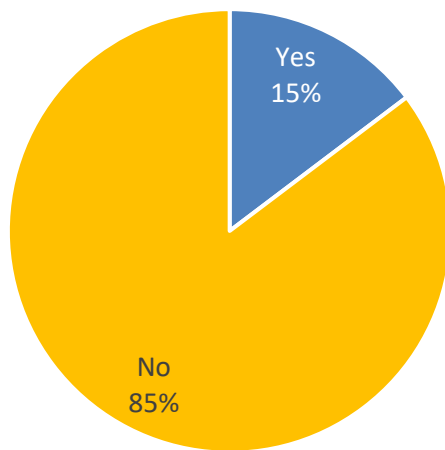
**Figure 26: Who pays your AFP dues?**



### Mentoring and AFP

Many AFP chapters have mentoring programs for new members, people new to fundraising, and others who want that type of coaching or support. Mentors are usually current members of AFP. Among those surveyed, only 15 percent have been a mentor.

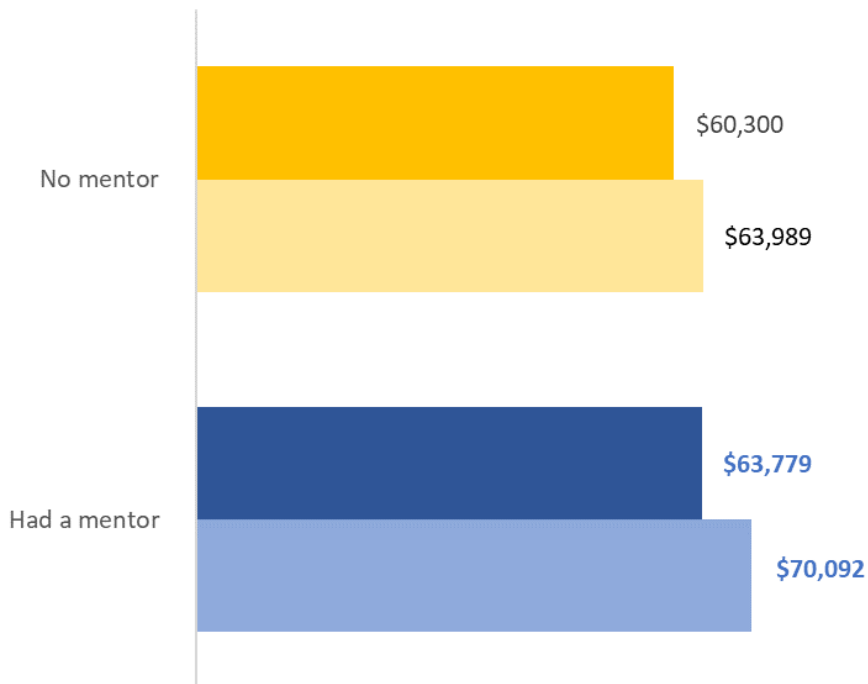
**Figure 27: Have you ever been a mentor through AFP?**



Results from this study strongly suggest that having a mentor benefits the young professional (age 35 or under) in various ways. First, those who had a mentor earned more on average, and when those with a mentor negotiated well for their compensation, the average gain in salary was \$6,100. All values are for those who work 30 hours a week or more.

**Figure 28: Average salary of young professionals, with and without a mentor, all YP members, and those who negotiated well for their current compensation**

Darker shade is for all YPs in the survey; lighter shade indicates those who also felt they negotiated well for their current compensation.



**Young professionals with a mentor less likely to look elsewhere for work**

This wave of the Compensation and Benefit Study also shows that in 2019, young professionals with a mentor were slightly less likely than those without to seek a position outside their current place of employment. Just under six in 10 (59%) young professionals indicated they looked for a position in 2019 outside of their current employer. Among those with a mentor, that percentage was much lower, at 55 percent, than among those without a mentor, at 61 percent. Again, this focuses on people working 30 hours a week or more.

These and other benefits of mentorship for the mentor and the person being mentored suggest this approach can be a positive step for supporting fundraising professionals.

*Table 29: Guide to Data by Position, U.S. and Canada*

Country	Salary	Health Benefits	Retirement Benefits	Other Benefits
U.S.	Table 39, p. 67	Table 57, p. 78	Table 58, p. 80	Table 59, p. 81
Canada	Table 49, p. 73	Table 60, p. 83	Table 61, p. 84	Table 62, p. 85

## APPENDIX I: DEFINITION OF U.S. RETIREMENT BENEFITS TERMINOLOGY

Three major categories of retirement plans and their subcategories are described below:

- A. U.S. Internal Revenue Service (IRS) Qualified Plans:** an employer's stock bonus, pension, or profit-sharing plan that is for the exclusive benefit of employees or their beneficiaries and that meets Internal Revenue Code requirements. It qualifies for special tax benefits, such as tax deferral for employer contributions and rollover distributions, and capital gain treatment or the 10-year tax option for lump-sum distributions (if participants qualify).
- B. Defined benefit pension plan:** plan in which the employer assumes the investment risk. It specifies a benefit at the age of retirement based on a formula using salary and/or years of service.
- C. Defined contribution plan:** plan in which the employee assumes the investment risk. It specifies an annual contribution based on one of three factors: 1) a percentage of salary (2) a percentage of the target benefit based on age or (3) a match based on employee contribution.
- D. Profit-sharing plan:** provides that the amount held in the account of each participant will be paid when that participant retires. The amount of any distribution from the profit-sharing plan depends on the contributions (including allocated forfeitures) made for the participant and the earnings from those contributions.
- E. Thrift/savings plan (TSP):** a tax-deferred savings program established for federal employees only. The TSP is based upon Code Sec 401(k) and is similar to the 401(k) plans widely used in private industry.
- F. 401(k) salary deferral:** a retirement plan in which an employee can elect to have the employer contribute part of the employee's wages to the plan on a pretax basis. These deferred wages are not subject to income tax withholding at the time of deferral. The deferred wages are not reflected on Form 1040 since they were not included in taxable wages of box 1, Form W-2. However, they are included as wages subject to social security, Medicare, and federal unemployment taxes. The amount an employee can elect to defer is limited.
- G. 403(b) salary deferral:** a tax-sheltered annuity plan for employees of public schools and certain tax-exempt organizations. Generally, no more than \$10,500 of elective deferrals may be made under a 403(b) program in any tax year.

- H. Money purchase pension plan:** plan in which contributions by the employer are fixed and are not based on business profits.
- I. SEP (Simplified Employee Pension):** plan that allows you to make contributions toward your own (if you are self-employed) and your employees' retirement without getting involved in a more complex qualified plan. Contributions are made to a traditional individual retirement arrangement (called a SEP-IRA) set up by or for each eligible employee. SEP-IRAs are owned and controlled by the employee, and the employer makes contributions to the financial institution where the SEP-IRA is maintained.
- J. SIMPLE (Savings Incentive Match Plan for Employees) IRA:** plan in which employees can choose to make salary reduction contributions to the plan rather than receiving these amounts as part of their regular pay. In addition, the employer contributes matching or non-elective contributions.
- K. Non-Qualified Plan:** an employer's plan that does not meet Internal Revenue Code requirements for qualified employee plans. It does not qualify for most of the tax benefits of a qualified plan.
- L. Individual Retirement Account:** a personal savings plan that offers you tax advantages to set aside money for your retirement. Generally, amounts in your IRA, including earnings and gains, are not taxed until distributed, or, in some cases, are not taxed at all if distributed according to IRS rules.

## APPENDIX 2: INFORMATION ABOUT PARTICIPANTS

**Table 30: Fundraising Role(s) of Study Participants**

Totals might not equal 100% due to rounding.

Current Position	U.S. (N=3,381)		Canada (N=533)	
	%	N	%	N
Chief Executive Officer	10%	339	13%	70
Chief Development Officer	39%	1322	26%	137
Deputy Development Officer	6%	213	5%	24
Fundraising Officer (e.g., major gifts, planned giving)	17%	562	23%	125
Program Director/Manager	14%	467	17%	93
Other Fundraising Staff Position	10%	325	8%	43
Consultant/Principal	2%	61	3%	16
Consultant/Other	2%	74	3%	14
Other Positions	0%	12	2%	9
None (not currently working)	0%	6	0%	2
For your fundraising work in your current job, how many people do you manage or supervise?	U.S. (N=3,381)		Canada (N=533)	
	%	N	%	N
None	40%	1343	40%	215
1 to 2	33%	1125	25%	135
3 or more	26%	890	31%	165
Other	1%	23	3%	18

**Table 31: Assessment of Current Job by Participants**

Totals might not equal 100% due to rounding.

Workload assigned	U.S. (N=3,327)		Canada (N=527)	
	N	%	N	%
Highly satisfied	418	13%	91	17%
Satisfied	1865	56%	305	58%
Dissatisfied	828	25%	132	25%
Strongly dissatisfied	216	6%	29	6%
Ability to find work-life balance	U.S. (N=3,356)		Canada (N=530)	
	N	%	N	%
Highly satisfied	783	23%	118	22%
Satisfied	1755	52%	302	57%
Dissatisfied	625	19%	86	16%
Strongly dissatisfied	193	6%	24	5%
Adequate support services	U.S. (N=3,319)		Canada (N=522)	
	N	%	N	%
Highly satisfied	394	12%	54	10%
Satisfied	1595	48%	266	51%
Dissatisfied	1075	32%	166	32%
Strongly dissatisfied	255	8%	36	7%
Opportunity for advancement	U.S. (N=3,089)		Canada (N=485)	
	N	%	N	%
Highly satisfied	401	13%	60	12%
Satisfied	1487	48%	225	46%
Dissatisfied	925	30%	153	32%
Strongly dissatisfied	276	9%	47	10%
Job security	U.S. (N=3,315)		Canada (N=522)	
	N	%	N	%
Highly satisfied	1078	33%	149	29%
Satisfied	1855	56%	289	55%
Dissatisfied	289	9%	61	12%
Strongly dissatisfied	93	3%	23	4%



**Table 32: Fundraising Careers of Participants**

Totals might not equal 100% due to rounding

For how many years have you been with your current employer?	U.S. (N=3,209)		Canada (N=504)	
	N	%	N	%
1 year or less	773	24%	117	23%
2 years	553	17%	95	19%
3 years	408	13%	62	12%
4 years	288	9%	52	10%
5-6 years	364	11%	61	12%
7-9 years	316	10%	42	8%
10-14 years	250	8%	45	9%
15 or more years	257	8%	30	6%
Mean	5.312344		4.926587	
Median	3		3	

What is the longest period of time you have been employed in the same fundraising position with the same organization?	U.S. (N=3,196)		Canada (N=500)	
	N	%	N	%
1-2 years	626	20%	98	20%
3 years	469	15%	62	12%
4 years	362	11%	56	11%
5 years	356	11%	64	13%
6-7 years	429	13%	73	15%
8-9 years	273	9%	55	11%
10-14 years	413	13%	63	13%
15-19 years	151	5%	19	4%
20 or more years	117	4%	10	2%
Mean	6.512829		6.094	
Median	5		5	

For how many employers have you worked as a fundraising professional?	U.S. (N=3,206)		Canada (N=502)	
	N	%	N	%
Only 1 employer	811	25%	124	25%
2 employers	734	23%	89	18%
3 employers	582	18%	96	19%
4 employers	391	12%	59	12%
5-6 employers	438	14%	77	15%
7-9 employers	183	6%	38	8%
10 or more employers	67	2%	19	4%
Mean	3.336868		3.667331	
Median	3		3	

What was your age in whole years when you entered fundraising?	U.S. (N=3,198)		Canada (N=501)	
	N	%	N	%
Under Age 25	903	28%	119	24%
25-29 years old	826	26%	135	27%
30-39 years old	808	25%	138	28%
40-49 years old	449	14%	82	16%
50 or more years old	212	7%	27	5%
Mean	31.54034		31.76447	
Median	28		29	

For how many years have you been employed as a fundraising professional?	U.S. (N=3,208)		Canada (N=501)	
	N	%	N	%
<4 Years	563	18%	85	17%
4-6 Years	532	17%	78	16%
7-9 Years	389	12%	60	12%
10-14 years	504	16%	80	16%
15-19 Years	416	13%	65	13%
20-24 Years	355	11%	68	14%
25-29 Years	205	6%	30	6%
30+ Years	244	8%	35	7%
Mean	12.75623		12.76647	
Median	10		11	

In the past 12 months, select any of the following that you have done: (Respondents could select more than one)	U.S. (N=3,196)		Canada (N=498)	
	N	%	N	%
Looked for a promotion within your current organization	843	26%	142	29%
Looked for a job with another employer	1534	48%	239	48%
Made plans to become self-employed	235	7%	50	10%
Made efforts to leave consulting and seek employment at an organization	82	3%	15	3%
Planned for my retirement within two years	213	7%	51	10%
None of the above	1144	36%	169	34%

Please indicate why you thought about changing your employment in the past year. (Respondents could select more than one)	U.S. (N=1,624)		Canada (N=256)	
	N	%	N	%
To earn a higher salary	1147	71%	186	73%
To have greater opportunities for career advancement elsewhere	990	61%	166	65%
To seek a better mentor/learning experience	530	33%	82	32%
To advance in my career, to seek a position with more responsibility or authority	953	59%	170	66%
To engage in more interesting or challenging work	708	44%	121	47%
Because I lack a sense of recognition for what I do	532	33%	103	40%
Because work expectations are unrealistic	530	33%	74	29%
Because my work environment is not supportive of me as an individual	489	30%	78	30%
Because I am frustrated by the work environment	940	58%	145	57%
To get more time to spend on personal/family activities	368	23%	49	19%
Because of personality conflicts with my coworker(s) or manager	321	20%	57	22%
Because my values and the organization's values are not the same	251	15%	35	14%
To move closer to family members	104	6%	18	7%
Because of gender bias in terms of salary	82	5%	11	4%
Because I plan to retire	36	2%	7	3%
To obtain health, retirement, or leave benefits more suited to my (or my family's) needs.	207	13%	27	11%

**Table 33: Demographics of Study Participants**

Totals might not equal 100% due to rounding.

Gender	U.S. (N=3,186)		Canada (N=498)	
	%	N	%	N
Male	20%	629	17%	84
Female	80%	2542	82%	410
Other option (transgender, gender non-conforming, intersex, prefer to self-identify)	0%	15	1%	4
NO ANSWER				
Current Age	U.S. (N=3,141)		Canada (N=489)	
	%	N	%	N
Under Age 25	2%	57	1%	4
25-34 years old	24%	759	22%	109
35-44 years old	23%	736	23%	114
45-54 years old	24%	746	26%	128
55-64 years old	22%	696	25%	122
65 or more years old	5%	147	2%	12
Race/Ethnic Background (respondents selecting multiple categories are included in the Multiracial/Multiethnic category)	U.S. (N=3,083)			
	%	N		
African American/Black, Not Hispanic	4%	122		
White/White European/Not Hispanic	81%	2494		
Asian/Pacific Islander (includes Cambodian, Chinese, Filipino, Hawai'ian, Japanese, Korean, Pacific Islander, Samoan, SE Asian, West Asian, which were all distinct options, in addition to Asian)	2%	47		
American Indian/Native American/Alaskan Native	0%	6		
Hispanic/Latinx	3%	95		
Indian sub-continent, Middle East, or North Africa (combined responses)	0%	12		
Jewish	1%	46		
Multiracial/Multiethnic	8%	252		
Other	0%	9		
Race/Ethnic Background (respondents selecting multiple categories are included in the Multiracial/Multiethnic category)	Canada (N=405)			
	%	N		
Black/African Canadian	1%	4		
White/White European/Not Hispanic	78%	315		
Asian (includes Cambodian, Chinese, Filipino, Japanese, Korean, SE Asian, West Asian, which were all distinct options, in addition to Asian)	3%	13		
Hispanic/Latinx	0%	2		
Aboriginal (Indian band, First Nation, Indigenous people)	1%	4		
Indian sub-continent, Middle East, or North Africa (combined responses)	3%	14		
Jewish	3%	13		
Multiracial/Multiethnic	8%	31		
Other	2%	9		

**Table 34: Career Trajectory**

Totals might not equal 100% due to rounding

Highest Level of Education	U.S. (N=3,181)		Canada (N=498)	
	N	%	N	%
High School	61	2%	19	4%
Two-year College/Associate Degree	61	2%	35	7%
Four-year College/Bachelor's Degree	1606	50%	291	58%
Master's Degree	1282	40%	102	20%
Doctorate	67	2%	3	1%
Other Advanced Degree (JD, MD, DO, etc.)	53	2%	4	1%
Other	51	2%	44	9%

Prior to Fundraising, What Was Your Field?	U.S. (N=3,204)		Canada (N=494)	
	N	%	N	%
Business (other than sales)	382	12%	77	16%
Sales	254	8%	43	9%
School/student	542	17%	93	19%
Government	95	3%	13	3%
Healthcare	140	4%	24	5%
Homemaking	49	2%	4	1%
Public relations/marketing	388	12%	72	15%
Financial planning/banking	59	2%	14	3%
Clerical work in nonprofit organization	196	6%	26	5%
Military	6	0%	0	0%
Education	370	12%	35	7%
Social work	138	4%	15	3%
Law	48	1%	6	1%
Volunteer work	45	1%	3	1%
Religion	54	2%	7	1%
Other	261	8%	21	4%
None	177	6%	41	8%

Professional Certification (Respondents could select more than one)	U.S. (N=2,821)		Canada (N=440)	
	N	%	N	%
CFRE	636	23%	135	31%
ACFRE	15	1%	2	0%
FAHP	0	0%	1	0%
IADF	1	0%	0	0%
CFRM	49	2%	1	0%
Other	169	6%	29	7%
None	2024	72%	284	65%

## APPENDIX 3: ORGANIZATIONS WHERE FUNDRAISERS WORK

**Table 34: Organizations where professional fundraisers work**

Organizational Type	U.S. (N=3,724)		Canada (N=594)	
	N	%	N	%
Arts/Culture	509	14%	57	10%
Animals/Animal Welfare	129	3%	11	2%
Higher Education	541	15%	97	16%
Primary or Secondary Education	326	9%	33	6%
Pre-K Education	110	3%	5	1%
Civic and Public Affairs	134	4%	5	1%
National or Regional Health Agency (specific disease or problem)	82	2%	37	6%
Health Services (hospital, clinic, nursing home, etc.)	652	18%	162	27%
Human Development & Social Services	1071	29%	126	21%
Environmental	214	6%	23	4%
Public Broadcasting, Nonprofit Publishing	44	1%	3	1%
Religion-Related	156	4%	11	2%
Scientific or Research	60	2%	11	2%
Association or Membership Foundation	86	2%	4	1%
Federated or Collective Fundraising	86	2%	17	3%
Government or Quasi-Governmental Agency	41	1%	2	0%
Community Development/Economic Development	226	6%	33	6%
Emergency Relief/Humanitarian Aid	68	2%	16	3%
International Development/Overseas Aid and Support	56	2%	28	5%
Other	28	1%	17	3%

Funds Raised by Organization FY2019	U.S. (N=3,584)		Canada (N=562)	
	N	%	N	%
Less than \$100,000	108	3%	15	3%
\$100,000-\$249,999	191	5%	26	5%
\$250,000-\$499,999	314	9%	36	6%
\$500,000-\$999,999	461	13%	58	10%
\$1,000,000-\$2,999,999	891	25%	126	22%
\$3,000,000-\$4,999,999	391	11%	51	9%
\$5,000,000-\$9,999,999	422	12%	72	13%
\$10,000,000-\$49,999,999	483	13%	111	20%
\$50,000,000-\$74,999,999	78	2%	28	5%
\$75,000,000-\$99,999,999	45	1%	6	1%
\$100 million or more	200	6%	33	6%

Size of Organizational Budget FY2018	U.S. (N=3,229)		Canada (N=468)	
	N	%	N	%
Less than \$250,000	107	3%	26	6%
\$250,000-\$499,999	194	6%	31	7%
\$500,000-\$999,999	264	8%	45	10%
\$1,000,000-\$2,999,999	703	22%	98	21%
\$3,000,000-\$4,999,999	312	10%	49	10%
\$5,000,000-\$9,999,999	422	13%	57	12%
\$10,000,000-\$49,999,999	733	23%	99	21%
\$50,000,000-\$74,999,999	123	4%	13	3%
\$75,000,000 - \$99,999,999	86	3%	8	2%
\$100 million or more	285	9%	42	9%
Don't Know	326		89	

Organizational Scope	U.S. (N=3,413)		Canada (N=537)	
	N	%	N	%
International	272	8%	44	8%
National	526	15%	113	21%
State/Provincial/Regional	1185	35%	178	33%
Local	1405	41%	198	37%
Other	25	1%	4	1%

Metropolitan Area Population	U.S. (N=3,407)		Canada (N=537)	
	N	%	N	%
Population less than 50,000	321	9%	27	5%
Population of 50,000-999,999	1517	45%	226	42%
Population of 1,000,000-2,999,999	836	25%	147	27%
Population of 3 million or more	733	22%	137	26%

Location of Organization – U.S.	U.S. (N=3,231)	
	N	%
<b>New England</b> (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut)	147	4.5%
<b>Mid-Atlantic</b> (New York, Pennsylvania, New Jersey, Delaware, Maryland, D.C.)	590	18.3%
<b>South</b> (Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, Kentucky, Tennessee)	619	19.2%
<b>Great Lakes</b> (Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota)	680	21.0%
<b>Great Plains</b> (North Dakota, South Dakota, Iowa, Missouri, Kansas, Nebraska)	202	6.3%
<b>Mountain</b> (Montana, Idaho, Wyoming, Colorado, Utah, Nevada)	128	4.0%
<b>South Southwest</b> (Texas, Oklahoma, New Mexico, Arizona)	355	11.0%

Location of Organization - Canadian	Canada (N=533)	
Atlantic (New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island)	42	8%
Central (Ontario, Quebec)	291	55%
Prairie (Alberta, Manitoba, Saskatchewan)	119	22%
West (British Columbia)	81	15%
North (Yukon, Northwest Territories, Nunavut)	0	0%

Total Professional Fundraising Staff Size	U.S. (N=3,586)		Canada (N=567)	
	N	%	N	%
0	22	1%	5	1%
<2	1030	29%	145	26%
2 to <6	1401	39%	202	36%
6-<11	442	12%	54	10%
11 to 20	264	7%	63	11%
More than 20	427	12%	98	17%
Mean	35.73549		19.33219	
Median	3		4	



**Table 35: Fundraising Professionals' Assessment of their Organizations**

Board members' engagement in fundraising	U.S. (N=3,159)		Canada (N=481)	
	N	%	N	%
Highly satisfied	174	6%	16	3%
Satisfied	1032	33%	134	28%
Dissatisfied	1366	43%	206	43%
Strongly dissatisfied	587	19%	125	26%

Technology you need to do your job (CRM, database, gift processing, social media monitoring, etc.)	U.S. (N=3,363)		Canada (N=528)	
	N	%	N	%
Highly satisfied	556	17%	84	16%
Satisfied	1842	55%	296	56%
Dissatisfied	752	22%	105	20%
Strongly dissatisfied	213	6%	43	8%

Budget available for fundraising staff, technology, travel, and other costs	U.S. (N=3,326)		Canada (N=527)	
	N	%	N	%
Highly satisfied	475	14%	70	13%
Satisfied	1682	51%	270	51%
Dissatisfied	891	27%	141	27%
Strongly dissatisfied	278	8%	46	9%

Number of staff who dedicate time to fundraising	U.S. (N=3,292)		Canada (N=521)	
	N	%	N	%
Highly satisfied	358	11%	57	11%
Satisfied	1521	46%	254	49%
Dissatisfied	1115	34%	160	31%
Strongly dissatisfied	298	9%	50	10%

Chief Executive Officer/Executive Director engagement in fundraising	U.S. (N=3,261)		Canada (N=504)	
	N	%	N	%
Highly satisfied	1200	37%	187	37%
Satisfied	1334	41%	201	40%
Dissatisfied	510	16%	72	14%
Strongly dissatisfied	217	7%	44	9%

Skills and knowledge of the fundraising staff your organization hires	U.S. (N=3,065)		Canada (N=499)	
	N	%	N	%
Highly satisfied	729	24%	126	25%
Satisfied	1856	61%	291	58%
Dissatisfied	400	13%	70	14%
Strongly dissatisfied	80	3%	12	2%

Understanding of and respect from your organization's staff about the importance of fundraising	U.S. (N=3,333)		Canada (N=527)	
	N	%	N	%
Highly satisfied	638	19%	109	21%
Satisfied	1515	45%	237	45%
Dissatisfied	917	28%	142	27%
Strongly dissatisfied	263	8%	39	7%

Expectations that are placed on fundraising at your organization	U.S. (N=3,320)		Canada (N=525)	
	N	%	N	%
Highly satisfied	408	12%	56	11%
Satisfied	1831	55%	286	54%
Dissatisfied	839	25%	151	29%
Strongly dissatisfied	242	7%	32	6%

Overall effectiveness of your organization's fundraising	U.S. (N=3,348)		Canada (N=528)	
	N	%	N	%
Highly satisfied	500	15%	87	16%
Satisfied	1879	56%	278	53%
Dissatisfied	845	25%	145	27%
Strongly dissatisfied	124	4%	18	3%

Your organization's work culture	U.S. (N=3,357)		Canada (N=529)	
	N	%	N	%
Highly satisfied	955	28%	151	29%
Satisfied	1607	48%	261	49%
Dissatisfied	562	17%	77	15%
Strongly dissatisfied	233	7%	40	8%

Management at your organization	U.S. (N=3,344)		Canada (N=524)	
	N	%	N	%
Highly satisfied	811	24%	135	26%
Satisfied	1632	49%	254	48%
Dissatisfied	640	19%	88	17%
Strongly dissatisfied	261	8%	47	9%

The budgeting process for fundraising staff and resources	U.S. (N=3,194)		Canada (N=495)	
	N	%	N	%
Highly satisfied	366	11%	64	13%
Satisfied	1558	49%	227	46%
Dissatisfied	996	31%	160	32%
Strongly dissatisfied	274	9%	44	9%

## APPENDIX 4: COMPENSATION – U.S.

**Table 36: I feel I negotiated effectively for my salary and benefits when I accepted my current position**

I feel I negotiated effectively for my salary and benefits when I accepted my current position.	U.S. (N=3,272)	
	N	%
Yes	1930	59%
No	1342	41%
No response	724	

**Table 37: Income in 2019 – U.S.**

Annual Income FY 2019	U.S.: N = 2,964	
Under \$30,000	2%	70
\$30,000-\$39,999	5%	148
\$40,000-\$49,999	10%	301
\$50,000-\$59,999	15%	436
\$60,000-\$74,999	19%	577
\$75,000-\$99,999	24%	699
\$100,000-\$149,999	17%	496
\$150,000 or more	8%	237
Mean		\$83,826
Median		\$72,500

**Table 38: Change in Income in 2019 – U.S.**

% Change in Income: FY2018 - FY2019	U.S. (N=3,079)	
	N	%
Down 10% or more	98	3%
Down 7-9%	37	1%
Down 4-6%	26	1%
Down 1-3%	21	1%
No change	522	17%
Up 1-3%	1329	43%
Up 4-6%	406	13%
Up 7-9%	180	6%
Up 10% or more	460	15%

**Table 39: Compensation by position – U.S.**

Current position	2018 Mean	2019 Mean	Change (18-19)	2018 Median	2019 Median	Change (18-19)	Percentile 25	Percentile 75	2019 Count
Whole Sample: with top 5%	\$77,862	\$85,060	9%	\$67,100	\$74,000	10%	\$55,000	\$100,000	3,272
Sample w/o top 5%	\$70,689	\$76,920	9%	\$65,000	\$72,000	10.77%	\$54,000	\$96,000	3,102
Agency CEO with fundraising and other responsibilities	\$87,488	\$102,383	17%	\$81,500	\$86,000	5.52%	\$65,875	\$120,000	332
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	\$88,789	\$97,192	9%	\$76,000	\$85,000	11.84%	\$64,000	\$115,000	1,292
Program Director/Manager (with responsibility for managing a particular program(s), e.g., annual giving, planned giving, or fundraising for a specific location or school within a university)	\$66,938	\$73,354	10%	\$60,000	\$67,000	11.67%	\$52,875	\$87,500	448
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	\$86,726	\$93,940	8%	\$75,000	\$83,500	11.33%	\$67,000	\$110,000	202
Fundraising Officer (Major Gifts Officer, Planned Giving Officer, or having responsibility for managing segments of a larger program, such as social media or direct mail)	\$66,351	\$71,060	7%	\$62,500	\$66,000	0.056	5300000.00%	\$82,000	544
Other Fundraising Staff Position (e.g., coordinator, assistant, researcher, writer, gift entry)	\$44,665	\$48,377	8%	\$40,500	\$46,000	13.58%	\$40,000	\$55,000	316
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	\$113,125	\$119,829	6%	\$95,000	\$117,500	23.68%	\$57,750	\$148,375	54
Consultant - staff member at full-service firm but not principal or senior level	\$58,574	\$60,625	4%	\$56,250	\$60,000	6.67%	\$50,000	\$70,250	12
Consultant - specialized, independent or small-shop consultancy	\$77,683	\$82,557	6%	\$65,000	\$70,500	8.46%	\$31,250	\$110,000	58
Other	\$79,784	\$76,275	-4%	\$64,500	\$62,000	-3.88%	\$42,250	\$102,938	10

**Table 40: Compensation by sub-sector —U.S.**

Subsector/Organizational Focus	2018 Mean	2019 Mean	Change (18-19)	2018 Median	2019 Median	Change (18-19)	Percentile 25	Percentile 75	2019 Count
Whole Sample: with top 5%	\$83,826	\$85,060	1%	\$72,500	\$74,000	2%	\$55,000	\$100,000	3,272
Sample w/o top 5%	\$75,535	\$76,920	2%	\$70,000	\$72,000	3%	\$54,000	\$96,000	3,102
Arts/Cultural Organization	\$68,448	\$77,396	13%	\$60,000	\$64,000	7%	\$48,250	\$89,000	439
Animals/animal welfare	\$69,697	\$75,910	9%	\$64,000	\$66,575	4%	\$46,500	\$90,250	104
Higher Education	\$101,078	\$99,167	-2%	\$85,500	\$85,000	-1%	\$65,000	\$117,000	421
Primary or Secondary Education	\$81,827	\$85,704	5%	\$70,000	\$75,000	7%	\$57,750	\$103,000	272
Pre-K education	\$70,850	\$78,445	11%	\$60,343	\$68,700	14%	\$50,000	\$100,000	93
Civic and Public Affairs	\$80,029	\$83,166	4%	\$77,000	\$67,750	-12%	\$52,000	\$96,500	116
National or Regional Health Agency	\$87,859	\$89,274	2%	\$80,000	\$72,000	-10%	\$60,000	\$100,000	69
Health Services	\$90,884	\$92,124	1%	\$78,000	\$80,000	3%	\$60,000	\$110,000	562
Human Development & Social Services	\$74,557	\$74,420	0%	\$66,000	\$66,000	0%	\$50,000	\$88,750	906
Environmental	\$76,061	\$81,676	7%	\$67,605	\$73,000	8%	\$53,480	\$100,000	185
Public Broadcasting, Nonprofit Publishing	\$89,119	\$118,305	33%	\$83,500	\$71,000	-15%	\$53,000	\$97,500	35
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$80,621	\$84,144	4%	\$68,000	\$75,000	10%	\$60,000	\$100,000	131
Scientific or Social Science Research or Other Educational Body	\$91,615	\$103,875	13%	\$84,000	\$108,000	29%	\$73,250	\$124,500	55
Association or Membership Foundation	\$83,531	\$85,386	2%	\$73,000	\$82,500	13%	\$57,000	\$105,000	75
Federated or Collective Fundraising	\$78,524	\$79,549	1%	\$72,350	\$72,000	0%	\$55,750	\$94,000	71
Government or Quasi-Governmental Agency	\$81,386	\$74,590	-8%	\$77,000	\$69,000	-10%	\$51,650	\$83,625	34
Community Development/Economic Development	\$64,092	\$74,352	16%	\$60,000	\$62,125	4%	\$50,000	\$85,000	198
Emergency Relief/Humanitarian Aid	\$78,240	\$75,720	-3%	\$71,500	\$75,000	5%	\$59,000	\$92,000	59
International Development/ Overseas Aid and Support	\$91,353	\$97,055	6%	\$85,000	\$75,000	-12%	\$61,000	\$103,000	49

\*Mean and median calculations by subsector exclude top 5% highest income cases to avoid skewness error.

**Table 4I: Compensation by Organizational Region — U.S.**

Organizational Census Region	2018	2019	Change (18-19)	2018	2019	Change (18-19)	Percentile		2019 Count
	Mean	Mean		Median	Median		25	75	
Whole Sample: with top 5%	\$83,826	\$85,060	1%	\$72,500	\$74,000	2.07%	\$55,000	\$100,000	3,272
Sample w/o top 5%	\$75,535	\$76,920	2%	\$70,000	\$72,000	2.86%	\$54,000	\$96,000	3,102
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$76,490	\$90,545	18%	\$68,000	\$78,000	14.71%	\$59,589	\$106,000	648
Southeast: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$90,275	\$82,053	-9%	\$76,009	\$70,000	-7.91%	\$52,000	\$99,885	639
North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$91,285	\$76,949	-16%	\$83,000	\$67,000	-19.28%	\$51,750	\$90,000	809
South Central.: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$81,884	\$84,296	3%	\$70,000	\$74,250	6.07%	\$55,000	\$102,750	446
Northwest/West: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$81,827	\$96,611	18%	\$71,000	\$85,000	19.72%	\$64,000	\$115,000	556
Southwest: Arizona, Colorado, Nevada, New Mexico	\$77,469	\$74,853	-3%	\$65,000	\$68,500	5.38%	\$46,800	\$89,000	155
No region specified	\$125,000	\$107,579	-14%	\$90,000	\$89,500	-0.56%	\$61,500	\$145,500	19

**Table 42: Compensation by Organizational Scope – U.S.**

Scope of Service	2018 Mean	2019 Mean	Change (18-19)	2018 Median	2019 Median	Change (18-19)	Percentile 25	Percentile 75	2018 Count
Whole Sample: with top 5%	\$83,826	\$85,060	1%	\$72,500	\$74,000	2%	\$55,000	\$100,000	3,272
Sample w/o top 5%	\$75,535	\$76,920	2%	\$70,000	\$72,000	3%	\$54,000	\$96,000	3,102
International	\$101,676	\$98,028	-4%	\$86,500	\$82,000	-5%	\$60,000	\$115,000	255
Local	\$74,990	\$76,568	2%	\$67,500	\$69,000	2%	\$51,000	\$92,000	1,342
National	\$99,997	\$99,141	-1%	\$83,500	\$85,000	2%	\$63,000	\$120,000	502
State/Provincial/Regional	\$83,469	\$84,318	1%	\$74,400	\$74,000	-1%	\$55,000	\$100,000	1,145

\*Mean and median calculations exclude top 5% highest income cases to avoid skewness error.

**Table 43: Size of Metro Area**

Size of Metro Area	2018 Mean	2019 Mean	Change (18-19)	2018 Median	2019 Median	Change (18-19)	Percentile 25	Percentile 75	2019 Count
Whole Sample: with top 5%	\$83,826	\$85,060	1%	\$72,500	\$74,000	2%	\$55,000	\$100,000	3,272
Sample w/o top 5%	\$75,535	\$76,920	2%	\$70,000	\$72,000	3%	\$54,000	\$96,000	3,102
Population less than 50,000	\$73,148	\$76,392	4%	\$65,000	\$64,326	-1%	\$52,000	\$89,000	305
Population of 50,000-999,999	\$75,850	\$75,702	0%	\$65,775	\$67,000	2%	\$51,000	\$90,000	1,453
Population of 1,000,000-2,999,999	\$86,359	\$88,054	2%	\$75,000	\$79,250	6%	\$60,000	\$105,000	800
Population of 3 million or more	\$101,511	\$104,680	3%	\$88,000	\$90,000	2%	\$65,000	\$125,000	704



**Table 44: Compensation by Organizational Total Expenditures (budget) - U.S.**

Annual budget of organization	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
Whole Sample: with top 5%	\$83,826	\$85,060	1%	\$72,500	\$74,000	2%	\$55,000	\$100,000	3,272
Sample w/o top 5%	\$75,535	\$76,920	2%	\$70,000	\$72,000	3%	\$54,000	\$96,000	3,102
Less than \$250,000	\$55,041	\$59,784	9%	\$51,500	\$55,500	8%	\$40,750	\$75,000	96
\$250,000-\$499,999	\$69,906	\$72,833	4%	\$62,000	\$65,000	5%	\$50,000	\$85,000	181
\$500,000-\$999,999	\$67,997	\$68,905	1%	\$60,000	\$61,000	2%	\$50,000	\$81,050	232
\$1,000,000-\$2,999,999	\$73,588	\$73,628	0%	\$65,000	\$65,000	0%	\$50,799	\$89,000	620
\$3,000,000-\$4,999,999	\$81,291	\$78,049	-4%	\$74,000	\$70,000	-5%	\$52,000	\$95,000	265
\$5,000,000-\$9,999,999	\$84,457	\$86,716	3%	\$70,000	\$78,000	11%	\$59,400	\$103,000	383
\$10,000,000-\$49,999,999	\$89,077	\$96,190	8%	\$80,000	\$83,000	4%	\$62,500	\$115,250	664
\$50,000,000-\$74,999,999	\$97,067	\$97,950	1%	\$83,500	\$85,000	2%	\$63,175	\$110,000	105
\$75,000,000 - \$100 million	\$108,071	\$101,664	-6%	\$92,750	\$85,000	-8%	\$70,000	\$123,000	74
More than \$100 million	\$115,855	\$121,052	4%	\$97,463	\$103,000	6%	\$76,438	\$135,000	231
Don't Know	\$75,356	\$70,955	-6%	\$63,500	\$65,500	3%	\$52,000	\$84,250	244

**Table 45: Compensation by Amount Raised, U.S.**

Annual Amount Raised	2018	2019	Change	2018	2019	Change	Percentile	Percentile	2019
	Mean	Mean	(18-19)	Median	Median	(17-18)	25	75	Count
Whole Sample: with top 5%	\$77,862	\$83,826	7.7%	\$67,100	\$72,500	8.8%	\$53,889	\$98,025	2,968
Sample w/o top 5%	\$70,689	\$75,535	6.9%	\$65,000	\$70,000	7.7%	\$52,500	\$93,000	2,815
Less than \$100,000	\$48,847	\$53,817	10.2%	\$50,000	\$50,000	.0%	\$39,000	\$69,000	125
\$100,000-\$249,999	\$56,741	\$59,271	4.5%	\$53,000	\$54,000	1.9%	\$45,000	\$68,000	187
\$250,000-\$499,999	\$62,672	\$67,180	7.2%	\$59,500	\$61,900	4.0%	\$50,000	\$75,000	262
\$500,000-\$749,999	\$59,884	\$67,885	13.4%	\$60,000	\$63,000	5.0%	\$50,500	\$79,200	195
\$750,000-\$1,499,999	\$70,219	\$73,713	5.0%	\$65,000	\$69,575	7.0%	\$52,000	\$90,000	436
\$1,500,000-\$2,999,999	\$73,123	\$79,575	8.8%	\$68,000	\$75,000	10.3%	\$55,000	\$96,000	406
\$3,000,000-\$9,999,999	\$76,255	\$93,866	23.1%	\$75,500	\$81,931	8.5%	\$59,000	\$113,000	597
\$10,000,000-\$99,999,999	\$80,233	\$102,244	27.4%	\$80,000	\$87,000	8.8%	\$66,350	\$120,000	458
\$100 million or more	\$82,447	\$110,941	34.6%	\$90,000	\$95,000	5.6%	\$68,000	\$133,000	153

## APPENDIX 5: COMPENSATION — CANADA

**Table 46: I feel I negotiated effectively for my salary and benefits when I accepted my current position**

	Canada: N = 506	
Yes	59%	301
No	41%	205

**Table 47: Annual income, Canada**

Annual Income FY 2018	Canada: N = 505	
Under \$30,000	1%	7
\$30,000-\$39,999	2%	10
\$40,000-\$49,999	8%	40
\$50,000-\$59,999	11%	54
\$60,000-\$74,999	18%	93
\$75,000-\$99,999	30%	150
\$100,000-\$149,999	20%	102
\$150,000 or more	10%	49
Mean	\$91,547	
Median	\$80,000	

**Table 48: Change in Annual income, Canada**

Change in Income: FY2017 to FY2018	Canada: N = 465	
Down 10%+	3%	15
Down 7-9%	1%	5
Down 4-6%	0%	2
Down 1-3%	1%	3
No Change	24%	112
Up 1-3%	43%	202
Up 4-6%	9%	43
Up 7-9%	5%	21
Up 10%+	13%	62

**Table 49: Compensation by Position — Canada** — Responses based on fewer than 30 responses should be used with caution.

Current Position	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
Whole Sample: with top 5%	\$91,547	\$86,876	-5%	\$80,000	\$80,000	0%	\$61,000	\$103,875	514
Sample w/o top 5%	\$82,983	\$80,677	-3%	\$78,000	\$78,000	0%	\$60,000	\$96,000	486
Agency CEO with fundraising and other responsibilities	\$125,970	\$109,162	-13%	\$100,000	\$100,000	0%	\$84,050	\$136,000	67
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations (top paid position with responsibility for managing fundraising)	\$106,709	\$103,311	-3%	\$100,000	\$100,000	0%	\$72,000	\$130,000	133
Program Director/Manager (managing a particular program, e.g., annual giving, planned giving, or fundraising for a specific location or school within a university)	\$81,686	\$79,947	-2%	\$78,000	\$79,900	2%	\$64,250	\$90,000	90
Associate Vice Chancellor, Deputy Director, Associate Director, Assistant or Associate Vice President or equivalent (reporting to Chief Development Officer, with responsibility for others in fundraising)	\$109,471	\$108,667	-1%	\$100,182	\$108,500	8%	\$81,500	\$134,000	24
Fundraising Officer (Major Gifts Officer, Planned Giving Officer, or having responsibility for managing segments of a larger program, such as social media or direct mail)	\$67,462	\$66,284	-2%	\$68,000	\$66,000	-3%	\$55,000	\$78,000	122
Other Fundraising Staff Position (e.g., coordinator, assistant, researcher, writer, gift entry)	\$47,218	\$52,321	11%	\$45,000	\$48,500	8%	\$42,000	\$60,000	41
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm (surveys, planning, organization, campaign direction, etc.)	\$116,563	\$110,333	-5%	\$110,500	\$109,000	-1%	\$80,000	\$132,500	15
Consultant - at full-service firm but not principal or director level	\$54,167	\$115,000	112%	\$48,500	\$115,000	137%	\$115,000	\$115,000	1
Consultant - specialized, independent or small-shop consultancy	\$112,417	\$72,692	-35%	\$82,000	\$50,000	-39%	\$33,000	\$90,000	13
Other	\$82,918	\$106,250	28%	\$63,000	\$75,000	19%	\$49,500	\$117,500	8

**Table 50: Compensation by sub-sector — Canada**

Subsector	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
<b>Whole Sample: with top 5%</b>	<b>\$91,547</b>	<b>\$86,876</b>	<b>-5%</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>0%</b>	<b>\$61,000</b>	<b>\$103,875</b>	<b>514</b>
Whole Sample: w/o top 5%	\$82,983	\$80,677	-3%	\$78,000	\$78,000	0%	\$60,000	\$96,000	486
Arts/Cultural Organization	\$82,003	\$87,872	7%	\$70,000	\$77,500	11%	\$55,000	\$120,750	48
Animals/Animal Welfare	\$79,025	\$83,283	5%	\$73,500	\$77,350	5%	\$56,750	\$115,425	6
Higher Education	\$95,712	\$91,846	-4%	\$87,500	\$84,000	-4%	\$66,500	\$112,500	79
Primary or Secondary Education	\$117,922	\$97,375	-17%	\$109,000	\$98,565	-10%	\$67,000	\$112,000	25
Early Childhood Education	\$72,743	\$74,667	3%	\$70,000	\$58,000	-17%	\$56,000	\$85,000	3
Civic and Public Affairs	\$100,000	\$67,475	-33%	\$100,000	\$64,500	-36%	\$59,475	\$72,500	4
National or Regional Health Agency	\$102,231	\$90,283	-12%	\$95,000	\$82,500	-13%	\$63,250	\$109,250	30
Health Services	\$100,222	\$92,463	-8%	\$81,000	\$81,000	0%	\$61,000	\$105,000	129
Human Social Services & Development	\$79,524	\$74,337	-7%	\$72,500	\$69,470	-4%	\$56,000	\$85,750	110
Environmental	\$62,902	\$78,453	25%	\$60,000	\$75,000	25%	\$65,500	\$80,750	20
Public Broadcasting, Nonprofit Publishing	\$58,100	\$55,500	-4%	\$55,000	\$55,500	1%	\$52,750	\$58,250	2
Religious Congregation, Religious Ministry, Religious Publishing or Broadcast	\$78,303	\$88,209	13%	\$72,000	\$85,000	18%	\$60,500	\$97,500	11
Scientific, Social Science, Research or Other Educational.	\$123,750	\$95,100	-23%	\$125,000	\$70,000	-44%	\$63,000	\$84,000	9
Association or Membership Foundation	\$102,750	\$74,475	-28%	\$111,500	\$53,950	-52%	\$44,425	\$84,000	4
Federated Appeal	\$114,000	\$75,770	-34%	\$90,000	\$75,000	-17%	\$61,500	\$87,500	15
Government	\$64,250	\$67,500	5%	\$66,000	\$67,500	2%	\$66,250	\$68,750	2
Community Development/Economic Development	\$75,413	\$64,379	-15%	\$60,000	\$63,500	6%	\$52,250	\$78,450	28
Emergency Relief/Humanitarian Aid	\$71,604	\$97,841	37%	\$70,000	\$85,000	21%	\$70,250	\$93,750	14
International Development/Overseas Aid and Support (excludes emergency relief)	\$104,976	\$82,805	-21%	\$85,000	\$75,000	-12%	\$54,635	\$89,000	21

\*Mean and median calculations by subsector exclude top 5% highest income cases to avoid skewness error. N/d = no data; N/a = Not available  
Responses based on fewer than 30 responses should be used with caution.

**Table 51: Compensation by Region – Canada**

Organizational Region	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
Whole Sample: with top 5%	\$91,547	\$86,876	-5%	\$80,000	\$80,000	0%	\$61,000	\$103,875	514
Sample w/o top 5%	\$82,983	\$80,677	-3%	\$78,000	\$78,000	0%	\$60,000	\$96,000	486
Atlantic (NB, NL, NS, PE)	\$70,732	\$66,301	-6%	\$75,000	\$61,500	-18%	\$50,000	\$80,000	37
Central (ON, QU)	\$87,775	\$93,656	7%	\$82,000	\$83,500	2%	\$64,750	\$118,020	280
Prairie (AB, MB, SK)	\$79,791	\$78,010	-2%	\$75,875	\$75,000	-1%	\$58,000	\$93,000	113
Western (BC)	\$83,847	\$85,129	2%	\$80,828	\$78,000	-3%	\$62,750	\$93,500	80

**Table 52: Compensation by Scope - Canada**

Scope of Service	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
Whole Sample: with top 5%	\$91,547	\$86,876	-5%	\$80,000	\$80,000	0%	\$61,000	\$103,875	514
Sample w/o top 5%	\$82,983	\$80,677	-3%	\$78,000	\$78,000	0%	\$60,000	\$96,000	486
International	\$98,665	\$95,797	-3%	\$82,000	\$85,000	4%	\$67,375	\$116,250	42
Local	\$81,757	\$80,406	-2%	\$76,563	\$77,000	1%	\$58,000	\$95,500	187
National	\$104,967	\$89,409	-15%	\$85,000	\$80,000	-6%	\$61,500	\$116,000	111
Provincial/Regional	\$90,523	\$90,668	0%	\$80,000	\$80,000	0%	\$61,125	\$103,000	170

**Table 53: Compensation by size of metropolitan area where the survey participant's office is located, Canada**

Size of Metro Area	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
Whole Sample: with top 5%	\$91,547	\$86,876	-5%	\$80,000	\$80,000	0%	\$61,000	\$103,875	514
Sample w/o top 5%	\$82,983	\$80,677	-3%	\$78,000	\$78,000	0%	\$60,000	\$96,000	486
Population less than 50,000	\$66,187	\$78,562	19%	\$69,000	\$80,000	16%	\$55,000	\$100,000	25
Population of 50,000-999,999	\$86,576	\$78,190	-10%	\$76,126	\$72,250	-5%	\$54,850	\$90,000	212
Population of 1,000,000-2,999,999	\$88,514	\$89,660	1%	\$82,000	\$80,000	-2%	\$65,000	\$105,000	144
Population of 3 million or more	\$109,136	\$99,270	-9%	\$89,500	\$90,000	1%	\$67,000	\$125,000	133

Responses based on fewer than 30 responses should be used with caution.

**Table 54: Compensation by organizational expenditures, Canada**

Annual Budget of Organization	2018	2019	Change	2018	2019	Change	Percentile		2019
	Mean	Mean	(18-19)	Median	Median	(18-19)	25	75	Count
Whole Sample: with top 5%	\$91,547	\$86,876	-5%	\$80,000	\$80,000	0%	\$61,000	\$103,875	514
Sample w/o top 5%	\$82,983	\$80,677	-3%	\$78,000	\$78,000	0%	\$60,000	\$96,000	486
Less than \$250,000	\$77,342	\$58,390	-25%	\$68,000	\$53,500	-21%	\$41,500	\$80,250	24
\$250,000-\$499,999	\$75,145	\$87,922	17%	\$75,000	\$85,883	15%	\$57,625	\$107,000	28
\$500,000-\$999,999	\$82,335	\$80,610	-2%	\$78,000	\$80,000	3%	\$55,000	\$100,000	41
\$1,000,000-\$2,999,999	\$82,737	\$80,103	-3%	\$73,000	\$75,500	3%	\$55,000	\$91,500	86
\$3,000,000-\$4,999,999	\$94,552	\$88,487	-6%	\$75,000	\$75,000	0%	\$64,250	\$110,250	42
\$5,000,000-\$9,999,999	\$94,932	\$87,450	-8%	\$85,000	\$80,000	-6%	\$63,500	\$95,500	52
\$10,000,000-\$49,999,999	\$97,858	\$99,913	2%	\$82,500	\$85,000	3%	\$67,000	\$127,500	87
\$50,000,000-\$74,999,999	\$158,102	\$98,713	-38%	\$119,750	\$82,563	-31%	\$62,500	\$128,000	10
\$75,000,000 - \$99,999,999	\$71,750	\$82,002	14%	\$75,500	\$81,000	7%	\$60,009	\$88,000	5
\$100 million or more	\$106,884	\$110,786	4%	\$89,246	\$94,500	6%	\$84,000	\$130,000	34
Don't Know	\$80,831	\$74,175	-8%	\$80,000	\$70,250	-12%	\$60,000	\$89,000	69

Responses based on fewer than 30 responses should be used with caution.

**Table 55: Compensation by amount raised, Canada**

Annual Amount Raised	2017 Mean	2018 Mean	% Change (17-18)	2017 Median	2018 Median	% Change (17-18)	Percentile 25	Percentile 75	2018 Count
Whole Sample: with top 5%	\$85,858	\$91,547	6.6%	\$75,000	\$80,000	6.7%	\$60,000	\$107,000	506
Sample w/o top 5%	\$83,813	\$82,983	-1.0%	\$75,000	\$78,000	4.0%	\$60,000	\$100,000	480
Less than \$100,000	\$52,792	\$70,912	34.3%	\$53,000	\$63,000	18.9%	\$60,000	\$92,000	13
\$100,000-\$249,999	\$65,078	\$54,442	-16.3%	\$64,500	\$52,750	-18.2%	\$40,250	\$68,750	26
\$250,000-\$499,999	\$73,632	\$70,985	-3.6%	\$67,500	\$69,000	2.2%	\$50,000	\$78,000	33
\$500,000-\$749,999	\$62,952	\$65,281	3.7%	\$63,200	\$65,500	3.6%	\$60,000	\$70,750	22
\$750,000-\$1,499,999	\$73,369	\$78,067	6.4%	\$65,000	\$75,520	16.2%	\$52,000	\$100,000	65
\$1,500,000-\$2,999,999	\$89,769	\$88,318	-1.6%	\$85,000	\$84,000	-1.2%	\$65,000	\$108,000	77
\$3,000,000-\$9,999,999	\$89,306	\$97,183	8.8%	\$85,157	\$87,000	2.2%	\$72,170	\$110,000	109
\$10,000,000-\$99,999,999	\$95,903	\$108,212	12.8%	\$77,300	\$86,500	11.9%	\$72,000	\$125,750	94
\$100 million or more	\$94,286	\$120,430	27.7%	\$96,000	\$88,500	-7.8%	\$76,798	\$132,250	42

Responses based on fewer than 30 responses should be used with caution.

## APPENDIX 6: BENEFITS OFFERED BY POSITION — U.S.

Table 57: Health Insurance Offered – U.S.

Current Position	Total		Agency CEO		Chief Dev. Officer		Program Director/Manager		Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President		Fundraising Officer		Other Fundraising Staff		Consultant - Principal		Consultant - staff		Consultant -specialized		Other (please specify)			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
Health Benefits																								
Employer contribution toward medical insurance or funding for medical expenses (HMO, PPO, basic coverage, direct reimbursement for medical expenses, etc).	2,907	73%	251	74%	1,196	90%	425	91%	196	92%	503	90%	287	88%	21	34%	6	50%	9	15%	8	67%		
Medical Savings Account (MSA)/Health Savings Account (HSA)	1,866	47%	99	29%	716	54%	308	66%	132	62%	379	67%	205	63%	10	16%	4	33%	3	5%	6	50%		
Employee Assistance Program	1,393	35%	79	23%	549	42%	221	47%	113	53%	280	50%	143	44%	2	3%	1	8%	1	2%	1	8%		
Dental insurance	2,697	67%	189	56%	1096	83%	410	88%	190	89%	493	88%	281	86%	16	26%	6	50%	4	6%	7	58%		
Elder care	106	3%	4	1%	34	3%	23	5%	12	6%	21	4%	11	3%	0	0%	0	0%	0	0%	1	8%		



Mental health coverage	1,236	31%	87	26%	487	37%	204	44%	87	41%	249	44%	108	33%	4	7%	0	0%	4	6%	3	25%
Prescription drug coverage	1,959	49%	158	47%	818	62%	295	63%	141	66%	351	62%	164	50%	12	20%	4	33%	6	10%	6	50%
Supplementary long-term care	928	23%	46	14%	349	26%	144	31%	86	40%	207	37%	83	26%	4	7%	1	8%	3	5%	3	25%
Vision insurance	2,465	62%	168	50%	975	74%	385	82%	178	84%	464	83%	262	81%	12	20%	6	50%	3	5%	7	58%
Alternative care coverage such as for an acupuncturist, chiropractor, massage therapist or naturopath	465	12%	36	11%	172	13%	81	17%	26	12%	102	18%	38	12%	3	5%	1	8%	2	3%	1	8%
My organization offers NONE of these.	216	5%	65	19%	55	4%	9	2%	4	2%	9	2%	5	2%	27	44%	5	42%	34	55%	3	25%
Other (please specify)	125	3%	25	7%	50	4%	11	2%	6	3%	12	2%	13	4%	2	3%	1	8%	3	5%	1	8%

**Table 58: Retirement Benefits Available – U.S.**

Current Position	Total		Agency CEO		Chief Development Officer		Program Director/Manager		Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or		Fundraising Officer		Other Fundraising Staff		Consultant - Principal		Consultant - Staff		Consultant - Specialized		Other	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
<b>Employer-offered retirement plan.</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
401(k) salary deferral plan	1,407	35%	101	30%	574	43%	201	43%	86	40%	253	45%	153	47%	19	31%	6	50%	9	15%	1	8%
403(b) salary deferral plan	1,544	39%	107	32%	618	47%	247	53%	121	57%	304	54%	134	41%	1	2%	0	0%	1	2%	6	50%
Defined benefit pension plan	323	8%	22	6%	122	9%	59	13%	17	8%	66	12%	29	9%	2	3%	0	0%	2	3%	1	8%
Defined contribution plan	1,000	25%	77	23%	409	31%	160	34%	81	38%	189	34%	73	22%	5	8%	1	8%	2	3%	2	17%
Profit-sharing plan	51	1%	3	1%	16	1%	7	1%	4	2%	9	2%	5	2%	4	7%	1	8%	2	3%	0	0%
Thrift/savings plan	55	1%	5	1%	25	2%	13	3%	3	1%	8	1%	1	0%	0	0%	0	0%	0	0%	0	0%
Money purchase pension plan	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
SEP (Simplified Employee Pension)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
SIMPLE (Savings Incentive Match Plan for Employees) IRA	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Non-IRS-Qualified Plan	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
IRA (Individual Retirement Account)	594	15%	63	19%	198	15%	91	19%	45	21%	117	21%	53	16%	11	18%	1	8%	13	21%	0	0%
None. My organization does not offer other retirement plans.	1,158	29%	157	46%	502	38%	119	25%	67	31%	144	26%	95	29%	29	48%	7	58%	29	47%	7	58%
Other	55	1%	7	2%	23	2%	8	2%	3	1%	3	1%	7	2%	2	3%	0	0%	2	3%	0	0%
Don't know	268	7%	3	1%	52	4%	47	10%	16	8%	64	11%	77	24%	0	0%	3	25%	4	6%	1	8%
My organization doesn't offer any retirement plan at all.	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%

Does not include those not currently employed  
Results from fewer than 30 respondents should be used with caution.

**Table 59: Other Benefits Offered – U.S.**

Current Position	Total		Agency CEO		Chief Development Officer		Program Director/Manager		Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President		Fundraising Officer		Other Fundraising Staff Position		Consultant - Principal		Consultant - Staff		Consultant - Specialized		Other	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Group life insurance	1,859	47%	138	41%	792	60%	269	58%	146	69%	334	59%	160	49%	8	13%	2	17%	3	5%	4	33%
Accident insurance	903	23%	61	18%	342	26%	142	30%	73	34%	180	32%	91	28%	3	5%	3	25%	1	2%	3	25%
Short-term disability insurance	1,887	47%	124	37%	748	57%	292	63%	143	67%	370	66%	186	57%	7	11%	3	25%	3	5%	6	50%
Long-term disability insurance	1,866	47%	118	35%	742	56%	290	62%	150	70%	359	64%	185	57%	8	13%	1	8%	4	6%	5	42%
Tuition reimbursement	974	24%	50	15%	345	26%	175	37%	84	39%	213	38%	93	29%	4	7%	0	0%	1	2%	4	33%
Paid or partially paid parental leave (other than FMLA time off)	1,050	26%	80	24%	391	30%	173	37%	76	36%	212	38%	104	32%	4	7%	2	17%	3	5%	3	25%
Child care	243	6%	14	4%	95	7%	37	8%	22	10%	50	9%	23	7%	0	0%	0	0%	0	0%	1	8%
Car or car allowance	299	7%	50	15%	123	9%	36	8%	12	6%	48	9%	9	3%	13	21%	0	0%	4	6%	3	25%
Local transportation subsidy	638	16%	52	15%	224	17%	97	21%	56	26%	121	22%	69	21%	9	15%	4	33%	3	5%	2	17%
Parking	1,030	26%	91	27%	454	34%	140	30%	62	29%	166	30%	93	29%	14	23%	2	17%	3	5%	4	33%
Cellular phone or cell phone plan allowance	1,447	36%	176	52%	593	45%	185	40%	108	51%	251	45%	83	26%	27	44%	6	50%	9	15%	5	42%
Home computer	557	14%	74	22%	243	18%	61	13%	36	17%	84	15%	23	7%	21	34%	2	17%	10	16%	0	0%

Professional dues	2,447	61%	245	72%	1,035	78%	349	75%	166	78%	397	71%	204	63%	26	43%	5	42%	11	18%	4	33%
Professional liability insurance	195	5%	80	24%	63	5%	15	3%	7	3%	12	2%	3	1%	11	18%	0	0%	3	5%	1	8%
Relocation expenses	215	5%	30	9%	78	6%	31	7%	20	9%	45	8%	7	2%	0	0%	1	8%	1	2%	0	0%
Service on external volunteer boards/committees	1,111	28%	137	40%	518	39%	135	29%	83	39%	151	27%	50	15%	21	34%	3	25%	7	11%	3	25%
Other (please specify)	177	4%	24	7%	71	5%	19	4%	8	4%	27	5%	12	4%	6	10%	2	17%	6	10%	1	8%

Does not include those not currently employed  
Results from fewer than 30 respondents should be used with caution.

## APPENDIX 7: BENEFITS OFFERED BY POSITION - CANADA

Table 60: Canadian Health Benefits Offered by Position

Current Position	Total		Agency CEO with fundraising and other		Chief Development Officer		Program Director/Manager		Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or		Fundraising Officer		Other Fundraising Staff		Consultant - Principal		Consultant - Staff		Consultant - Specialized		Other		
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
Medical plans/health benefits provided																							
Basic hospitalization/major medical	419	65%	55	79%	110	80%	82	88%	18	75%	105	84%	32	74%	8	50%	1	100%	1	8%	7	78%	
Major medical	313	49%	43	61%	84	61%	58	62%	15	63%	76	61%	23	53%	7	44%	1	100%	2	15%	4	44%	
Employee Assistance Program	360	56%	47	67%	90	66%	76	82%	19	79%	88	70%	30	70%	4	25%	1	100%	1	8%	4	44%	
Dental insurance	454	70%	58	83%	113	82%	88	95%	23	96%	117	94%	36	84%	9	56%	1	100%	2	15%	7	78%	
Elder care	29	4%	2	3%	3	2%	9	10%	1	4%	8	6%	5	12%	1	6%	0	0%	0	0%	0	0%	
Mental health coverage	296	46%	34	49%	69	50%	61	66%	13	54%	79	63%	25	58%	9	56%	0	0%	2	15%	4	44%	
Prescription drug coverage	459	71%	58	83%	118	86%	89	96%	23	96%	118	94%	35	81%	9	56%	1	100%	2	15%	6	67%	
Supplementary long-term care	180	28%	19	27%	43	31%	45	48%	10	42%	43	34%	11	26%	4	25%	0	0%	1	8%	4	44%	
Vision insurance	385	60%	52	74%	90	66%	75	81%	21	88%	99	79%	31	72%	8	50%	1	100%	2	15%	6	67%	
Alternative care coverage such as for an acupuncturist, chiropractor, massage therapist or naturopath	408	63%	51	73%	106	77%	78	84%	21	88%	102	82%	32	74%	10	63%	1	100%	1	8%	6	67%	
My organization offers NONE of these.	34	5%	7	10%	9	7%	2	2%	0	0%	2	2%	1	2%	5	31%	0	0%	7	54%	1	11%	
Other (please specify)	26	4%	5	7%	5	4%	1	1%	3	13%	5	4%	4	9%	1	6%	0	0%	2	15%	0	0%	

Does not include those not currently employed  
Results from fewer than 30 respondents should be used with caution.

**Table 61: Canadian Retirement Benefits Offered by Position**

Current Position	Total		Agency CEO with fundraising and other		Chief Development Officer		Program Director/Manager		Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or		Fundraising Officer		Other Fundraising Staff		Consultant - Principal		Consultant - Staff		Consultant - Specialized		Other	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Does the organization offer a retirement plan?																						
Group Registered Retirement Savings Plan (RRSP)	136	21%	18	28%	34	33%	38	27%	6	26%		26%	5	15%	2	13%	2	33%	0	0%	3	16%
Profit-sharing plan	4	1%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	3	19%	0	0%	0	0%	0	0%
My organization doesn't offer any retirement plan	144	22%	24	38%	21	20%	38	27%	4	17%	20	19%	7	21%	11	69%	2	33%	11	85%	6	32%
Other	29	4%	3	5%	7	7%	7	5%	1	4%	5	5%	3	9%	0	0%	0	0%	2	15%	1	5%
Don't know	78	12%	3	5%	18	17%	16	12%	4	17%	23	22%	12	35%	0	0%	0	0%	0	0%	2	11%

**Table 62: Canadian Other Benefits Offered by Position**

Current Position	Total		Agency CEO		Chief Development Officer		Program Director/Manager		Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President		Fundraising Officer		Other Fundraising Staff Position		Consultant - Principal		Consultant - Staff		Consultant - Specialized		Other	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Other Benefits	341	53%	46	66%	88	64%	60	65%	16	67%	89	71%	29	67%	7	44%	0	0%	1	8%	5	56%
Group life insurance	178	28%	24	34%	42	31%	35	38%	8	33%	50	40%	12	28%	2	13%	0	0%	2	15%	3	33%
Accident insurance	303	47%	39	56%	77	56%	55	59%	17	71%	81	65%	23	53%	5	31%	0	0%	1	8%	5	56%
Short-term disability insurance	353	55%	49	70%	87	64%	70	75%	19	79%	90	72%	24	56%	6	38%	0	0%	2	15%	6	67%
Long-term disability insurance	124	19%	15	21%	25	18%	22	24%	8	33%	40	32%	9	21%	3	19%	0	0%	1	8%	1	11%
Tuition reimbursement	194	30%	15	21%	38	28%	42	45%	12	50%	63	50%	19	44%	2	13%	0	0%	1	8%	2	22%
Paid or partially paid parental leave (other than FMLA time off)	26	4%	1	1%	5	4%	6	6%	1	4%	11	9%	2	5%	0	0%	0	0%	0	0%	0	0%
Child care	69	11%	16	23%	16	12%	5	5%	4	17%	17	14%	4	9%	5	31%	0	0%	2	15%	0	0%
Car or car allowance	54	8%	7	10%	11	8%	8	9%	2	8%	18	14%	3	7%	3	19%	0	0%	2	15%	0	0%
Local transportation subsidy	168	26%	36	51%	56	41%	28	30%	7	29%	24	19%	7	16%	6	38%	0	0%	2	15%	2	22%
Parking	329	51%	58	83%	94	69%	59	63%	21	88%	71	57%	11	26%	11	69%	0	0%	2	15%	2	22%
Cellular phone or cell phone plan allowance	83	13%	23	33%	22	16%	10	11%	4	17%	15	12%	2	5%	4	25%	0	0%	3	23%	0	0%
Home computer	365	57%	52	74%	97	71%	70	75%	21	88%	83	66%	25	58%	10	63%	0	0%	4	31%	3	33%
Professional dues	23	4%	14	20%	5	4%	0	0%	1	4%	0	0%	0	0%	2	13%	0	0%	1	8%	0	0%
Professional liability insurance	19	3%	4	6%	6	4%	2	2%	1	4%	4	3%	0	0%	2	13%	0	0%	0	0%	0	0%
Relocation expenses																						

Service on external volunteer boards/committees	123	19%	25	36%	40	29%	19	20%	5	21%	22	18%	3	7%	7	44%	0	0%	1	8%	1	11%
Other (please specify)	30	5%	6	9%	7	5%	1	1%	3	13%	6	5%	4	9%	1	6%	0	0%	2	15%	0	0%



## APPENDIX 8: SALARY STATISTICS BY POSITION, BY PROFESSIONAL TRACK AND DEMOGRAPHIC TRAITS OF PARTICIPANT — U.S.

Table 63: Salary Data for CEO/ED — U.S.

Agency CEO/ED, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$82,828	\$80,000	\$60,000	\$108,000	\$41
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$134,516	\$107,500	\$87,257	\$138,360	\$12
Higher Education (college, university, community college and/or affiliated foundation)	\$133,205	\$110,000	\$74,452	\$190,000	\$19
Primary or Secondary Education (private, public and/or affiliated foundation)	\$95,504	\$90,000	\$69,250	\$112,250	\$34
Pre-K Education (early childhood, child care, referral, assisting parents)	\$153,193	\$125,500	\$88,868	\$205,000	\$6
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$160,444	\$78,000	\$75,000	\$245,000	\$9
National or Regional Health Agency (specific disease or health-related problem)	\$175,000	\$145,000	\$92,250	\$205,000	\$8
Health Services (hospital, clinic, nursing home, specialized services)	\$107,973	\$95,000	\$69,250	\$124,250	\$39
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$92,536	\$80,000	\$60,000	\$110,000	\$105
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$99,126	\$93,000	\$76,000	\$120,000	\$23

Public Broadcasting, Nonprofit Publishing	\$100,000	\$100,000	\$76,000	\$124,000	\$2
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$97,731	\$80,000	\$55,000	\$125,000	\$13
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$156,500	\$154,500	\$126,750	\$184,250	\$4
Association or Membership Foundation (trade, professional, or fraternal)	\$118,300	\$111,250	\$94,000	\$125,750	\$10
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$96,237	\$85,000	\$73,000	\$95,000	\$17
Government or Quasi-Governmental Agency	\$66,989	\$66,000	\$62,450	\$70,539	\$4
Community Development/Economic Development (includes affordable housing)	\$112,241	\$90,000	\$75,000	\$118,000	\$27
Emergency Relief/Humanitarian Aid	\$78,000	\$80,000	\$62,500	\$93,750	\$6
International Development/Overseas Aid and Support (excluding emergency relief)	\$86,600	\$92,000	\$52,000	\$110,000	\$5
<b>What is the geographic scope of your organization?</b>					
International	\$145,179	\$133,000	\$92,250	\$173,500	\$14
Local	\$88,454	\$80,000	\$62,853	\$107,250	\$174
National	\$149,348	\$125,500	\$87,500	\$176,000	\$40
State/Provincial/Regional	\$101,928	\$88,000	\$68,300	\$118,500	\$103
Other (please specify)	\$95,000	\$95,000	\$95,000	\$95,000	\$1
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$53,789	\$54,000	\$32,500	\$68,000	\$29
\$100,000-\$249,999	\$66,169	\$63,231	\$53,000	\$77,500	\$59
\$250,000-\$499,999	\$78,193	\$75,000	\$62,325	\$92,750	\$60
\$500,000-\$999,999	\$98,521	\$92,500	\$75,000	\$112,750	\$58
\$1,000,000-\$2,999,999	\$117,513	\$107,500	\$90,000	\$130,000	\$72
\$3,000,000-\$4,999,999	\$135,995	\$126,000	\$97,918	\$150,000	\$17
\$5,000,000-\$9,999,999	\$186,200	\$191,250	\$168,225	\$211,250	\$14

\$10,000,000-\$49,999,999	\$226,627	\$222,500	\$162,500	\$322,500	\$14
\$50,000,000-\$74,999,999	\$215,000	\$215,000	\$215,000	\$215,000	\$1
\$75,000,000-\$99,999,999	\$145,500	\$145,500	\$130,750	\$160,250	\$2
\$100 million or more	\$267,667	\$275,000	\$184,000	\$355,000	\$3
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$77,171	\$67,750	\$46,050	\$108,625	\$10
.001-1.99	\$82,131	\$75,000	\$57,800	\$96,000	\$181
2.00-5.99	\$116,083	\$110,000	\$88,750	\$132,800	\$104
6.00-10.99	\$172,750	\$138,000	\$89,000	\$237,500	\$14
11.00-20.99	\$147,665	\$123,000	\$86,250	\$178,494	\$12
More than 20	\$222,611	\$220,000	\$103,000	\$275,000	\$9
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$52,507	\$54,000	\$40,000	\$65,000	\$49
\$250,000-\$499,999	\$79,204	\$72,500	\$63,808	\$87,250	\$76
\$500,000-\$999,999	\$90,931	\$83,000	\$70,000	\$103,000	\$69
\$1,000,000-\$2,999,999	\$114,540	\$105,000	\$90,000	\$123,000	\$75
\$3,000,000-\$4,999,999	\$145,730	\$140,000	\$119,750	\$173,750	\$20
\$5,000,000-\$9,999,999	\$172,375	\$147,600	\$112,000	\$209,375	\$16
\$10,000,000-\$49,999,999	\$206,398	\$188,975	\$152,500	\$237,500	\$15
\$50,000,000-\$74,999,999	\$185,500	\$185,500	\$180,250	\$190,750	\$2
\$100 million or more	\$207,855	\$149,250	\$111,480	\$245,625	\$4
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$111,601	\$87,420	\$73,000	\$123,000	\$45
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$99,494	\$81,600	\$65,000	\$112,500	\$71

North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$89,067	\$77,250	\$60,000	\$100,000	\$86
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$103,459	\$90,853	\$65,000	\$114,250	\$46
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$118,240	\$114,500	\$80,000	\$145,750	\$60
Southwest: Arizona, Colorado, Nevada, New Mexico	\$91,148	\$85,000	\$70,000	\$95,000	\$21
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$83,421	\$73,000	\$59,750	\$106,250	\$60
Population of 50,000-999,999	\$86,940	\$78,000	\$60,125	\$102,485	\$170
Population of 1,000,000-2,999,999	\$125,996	\$116,000	\$86,210	\$149,000	\$63
Population of 3 million or more	\$162,584	\$125,500	\$98,500	\$200,000	\$38
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$65,147	\$54,500	\$45,750	\$83,750	\$38
4-6 years	\$75,687	\$68,500	\$54,500	\$88,500	\$44
7-9 years	\$78,536	\$72,000	\$60,000	\$85,000	\$25
10-14 years	\$99,011	\$81,650	\$70,000	\$112,500	\$60
15-19 years	\$110,867	\$96,000	\$75,000	\$120,000	\$45
20-24 years	\$130,462	\$111,500	\$89,280	\$157,250	\$44
25-29 years	\$118,289	\$103,000	\$81,400	\$134,000	\$27
30 or more years	\$136,274	\$114,000	\$87,400	\$162,500	\$39
<b>For how many years have you been with your current employer?</b>					
One year or less	\$93,851	\$85,000	\$60,250	\$110,000	\$39
2.0 years	\$99,403	\$91,500	\$53,000	\$120,000	\$32
3.0 years	\$100,412	\$80,000	\$60,000	\$115,000	\$43
4.0 years	\$102,491	\$85,000	\$64,000	\$125,000	\$41
5-6 years	\$98,059	\$81,000	\$62,500	\$120,000	\$41

7-9 years	\$98,942	\$80,000	\$67,325	\$115,000	\$35
10-14 years	\$105,490	\$96,000	\$73,000	\$120,000	\$51
15 or more years	\$121,923	\$103,000	\$76,100	\$155,000	\$43
<b>What is your current age?</b>					
Under Age 25	\$40,000	\$40,000	\$40,000	\$40,000	\$1
25-34 years old	\$64,942	\$62,500	\$49,650	\$80,000	\$15
35-44 years old	\$86,020	\$78,000	\$60,125	\$99,375	\$62
45-54 years old	\$104,955	\$90,000	\$70,000	\$120,000	\$109
55-64 years old	\$109,673	\$91,000	\$69,600	\$135,200	\$105
65 or more years old	\$127,618	\$104,000	\$76,150	\$161,250	\$28
<b>How would you describe your gender identity?</b>					
Female	\$94,734	\$82,500	\$64,000	\$114,250	\$232
Male	\$124,448	\$105,000	\$77,000	\$150,000	\$89
Prefer not to say	\$67,500	\$67,500	\$63,750	\$71,250	\$2
Prefer to self-describe (please specify)	\$78,000	\$78,000	\$78,000	\$78,000	\$1
<b>What is your education level?</b>					
High school	\$98,000	\$69,500	\$58,500	\$140,500	\$10
Associate's degree	\$77,913	\$67,150	\$51,500	\$85,000	\$8
Bachelor's degree	\$93,386	\$83,150	\$64,750	\$113,500	\$144
Master's degree	\$111,710	\$90,000	\$70,000	\$129,000	\$138
Doctorate	\$127,341	\$115,000	\$102,327	\$170,000	\$14
Other advanced degree (JD, MD, DO, etc.)	\$134,500	\$115,000	\$102,000	\$147,500	\$4
Other (please specify)	\$79,900	\$72,250	\$54,125	\$109,500	\$6
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$130,730	\$112,250	\$85,000	\$152,875	\$52
ACFRE	\$148,750	\$135,000	\$102,500	\$181,250	\$4
CFRM	\$94,500	\$76,500	\$65,000	\$106,000	\$4
None	\$93,389	\$80,000	\$60,000	\$110,000	\$213

Other (please specify)	\$123,613	\$107,000	\$69,750	\$136,400	\$24
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**Table 64: Salary Data for Chief Development Officer — U.S.**

Chief Development Officer, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$95,911	\$78,000	\$57,000	\$110,000	181
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$85,371	\$80,000	\$62,300	\$101,250	36
Higher Education (college, university, community college and/or affiliated foundation)	\$133,948	\$110,000	\$89,000	\$162,000	97
Primary or Secondary Education (private, public and/or affiliated foundation)	\$95,582	\$85,000	\$65,000	\$114,250	148
Pre-K Education (early childhood, child care, referral, assisting parents)	\$91,190	\$86,000	\$63,500	\$110,000	43
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$92,389	\$88,000	\$64,000	\$107,500	55
National or Regional Health Agency (specific disease or health-related problem)	\$92,985	\$82,500	\$66,025	\$116,500	22
Health Services (hospital, clinic, nursing home, specialized services)	\$110,774	\$90,000	\$72,000	\$130,000	217
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$84,734	\$79,250	\$60,000	\$103,250	408
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$85,352	\$74,000	\$57,250	\$100,750	70
Public Broadcasting, Nonprofit Publishing	\$250,233	\$103,000	\$50,000	\$120,000	9
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$94,549	\$87,000	\$68,750	\$115,750	68

Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$115,377	\$108,000	\$82,250	\$133,500	23
Association or Membership Foundation (trade, professional, or fraternal)	\$92,686	\$91,000	\$73,750	\$105,000	28
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$90,498	\$85,628	\$63,750	\$116,250	24
Government or Quasi-Governmental Agency	\$86,381	\$81,000	\$53,000	\$110,000	13
Community Development/Economic Development (includes affordable housing)	\$84,110	\$72,000	\$56,750	\$93,500	75
Emergency Relief/Humanitarian Aid	\$88,718	\$82,000	\$70,500	\$99,000	22
International Development/Overseas Aid and Support (excluding emergency relief)	\$134,111	\$100,000	\$75,000	\$167,250	18
<b>What is the geographic scope of your organization?</b>					
International	\$114,847	\$100,000	\$75,000	\$134,500	66
Local	\$87,238	\$79,500	\$60,000	\$102,000	625
National	\$120,587	\$108,500	\$80,000	\$140,000	152
State/Provincial/Regional	\$96,498	\$86,000	\$64,000	\$114,000	433
Other (please specify)	\$220,143	\$103,500	\$87,750	\$167,750	14
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$61,988	\$60,000	\$47,000	\$75,000	29
\$100,000-\$249,999	\$62,881	\$56,000	\$47,129	\$74,000	75
\$250,000-\$499,999	\$67,487	\$63,654	\$51,750	\$79,250	135
\$500,000-\$999,999	\$74,983	\$70,000	\$55,000	\$89,000	225
\$1,000,000-\$2,999,999	\$89,001	\$85,000	\$67,000	\$104,000	409
\$3,000,000-\$4,999,999	\$105,768	\$98,000	\$80,000	\$120,880	151
\$5,000,000-\$9,999,999	\$136,044	\$123,000	\$98,000	\$161,250	124
\$10,000,000-\$49,999,999	\$168,674	\$135,000	\$105,000	\$188,000	109
\$50,000,000-\$74,999,999	\$169,955	\$126,000	\$110,000	\$149,000	11



\$75,000,000-\$99,999,999	\$134,143	\$135,000	\$75,500	\$171,500	7
\$100 million or more	\$160,355	\$160,000	\$100,000	\$172,000	13
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$87,000	\$87,000	\$55,500	\$118,500	2
.001-1.99	\$69,887	\$65,000	\$52,000	\$82,000	471
2.00-5.99	\$97,921	\$90,000	\$73,100	\$115,000	565
6.00-10.99	\$133,989	\$121,000	\$102,000	\$155,000	129
11.00-20.99	\$148,647	\$140,000	\$93,750	\$185,900	47
More than 20	\$167,854	\$125,000	\$85,000	\$182,500	75
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$83,806	\$81,000	\$63,000	\$100,000	21
\$250,000-\$499,999	\$79,178	\$65,000	\$49,500	\$97,250	59
\$500,000-\$999,999	\$60,732	\$56,000	\$49,500	\$71,591	95
\$1,000,000-\$2,999,999	\$75,235	\$70,000	\$57,000	\$88,000	336
\$3,000,000-\$4,999,999	\$83,870	\$81,000	\$68,000	\$96,750	131
\$5,000,000-\$9,999,999	\$96,936	\$90,000	\$72,500	\$111,750	191
\$10,000,000-\$49,999,999	\$120,709	\$110,000	\$85,000	\$137,250	300
\$50,000,000-\$74,999,999	\$131,772	\$122,000	\$91,500	\$151,500	35
\$75,000,000 - \$99,999,999	\$130,862	\$128,500	\$94,000	\$163,250	26
\$100 million or more	\$187,041	\$170,000	\$126,500	\$225,000	54
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$102,697	\$89,000	\$70,000	\$120,000	297
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$92,149	\$82,250	\$60,750	\$111,375	260

North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$87,666	\$75,000	\$58,500	\$102,250	307
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$96,462	\$85,000	\$62,750	\$115,000	176
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$111,353	\$94,000	\$75,000	\$120,000	201
Southwest: Arizona, Colorado, Nevada, New Mexico	\$89,225	\$80,000	\$58,060	\$103,750	42
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$84,079	\$72,000	\$55,500	\$99,500	119
Population of 50,000-999,999	\$85,030	\$76,000	\$58,000	\$100,000	594
Population of 1,000,000-2,999,999	\$100,575	\$90,000	\$72,750	\$117,250	328
Population of 3 million or more	\$127,868	\$114,000	\$80,750	\$140,000	248
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$66,062	\$60,000	\$46,263	\$78,125	140
4-6 years	\$71,542	\$65,000	\$54,000	\$80,249	157
7-9 years	\$78,245	\$73,050	\$60,000	\$90,000	134
10-14 years	\$88,479	\$83,000	\$65,000	\$101,000	223
15-19 years	\$99,290	\$88,500	\$75,000	\$117,000	211
20-24 years	\$123,926	\$109,530	\$85,000	\$132,875	166
25-29 years	\$123,837	\$108,000	\$80,000	\$148,000	107
30 or more years	\$140,077	\$130,000	\$95,000	\$167,933	123
<b>For how many years have you been with your current employer?</b>					
One year or less	\$86,710	\$76,000	\$60,000	\$100,000	281
2.0 years	\$88,764	\$80,000	\$59,655	\$104,000	203
3.0 years	\$100,396	\$82,000	\$65,000	\$105,000	137
4.0 years	\$98,134	\$87,000	\$67,750	\$116,500	123
5-6 years	\$92,280	\$85,000	\$60,500	\$112,000	167

7-9 years	\$104,126	\$92,500	\$68,250	\$120,000	147
10-14 years	\$98,779	\$85,000	\$70,750	\$116,250	92
15 or more years	\$133,350	\$110,000	\$86,250	\$162,500	111
<b>What is your current age?</b>					
Under Age 25	\$37,560	\$33,500	\$33,000	\$42,250	6
25-34 years old	\$67,297	\$62,500	\$51,750	\$80,000	168
35-44 years old	\$91,818	\$82,000	\$63,000	\$104,419	318
45-54 years old	\$105,980	\$93,000	\$70,000	\$125,000	356
55-64 years old	\$107,131	\$93,000	\$72,000	\$126,000	326
65 or more years old	\$113,098	\$100,000	\$72,500	\$135,000	67
<b>How would you describe your gender identity?</b>					
Female	\$91,958	\$82,500	\$62,000	\$110,000	1015
Gender Non-Conforming	\$87,000	\$87,000	\$87,000	\$87,000	1
Male	\$120,106	\$100,000	\$71,500	\$136,250	241
Prefer to self-describe (please specify)	\$178,700	\$178,700	\$175,350	\$182,050	2
<b>What is your education level?</b>					
High school	\$89,259	\$75,000	\$66,125	\$109,570	16
Associate's degree	\$78,967	\$62,000	\$52,000	\$88,250	24
Bachelor's degree	\$93,390	\$85,000	\$61,500	\$110,000	599
Master's degree	\$103,242	\$86,000	\$66,000	\$119,750	542
Doctorate	\$109,176	\$100,500	\$84,500	\$139,250	24
Other advanced degree (JD, MD, DO, etc.)	\$95,543	\$79,500	\$71,250	\$102,950	26
Other (please specify)	\$86,519	\$77,500	\$62,100	\$103,750	26
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$114,019	\$102,500	\$80,600	\$130,000	307
ACFRE	\$146,125	\$144,000	\$121,625	\$168,500	4
CFRM	\$85,338	\$71,075	\$64,490	\$92,500	24
None	\$92,543	\$80,000	\$60,000	\$105,000	754

Other (please specify)	\$95,911	\$81,000	\$64,000	\$108,000	61
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**Table 65: Salary Data by Position – Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President — U.S.**

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$92,363	\$80,750	\$65,750	\$109,750	26
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$95,600	\$85,000	\$68,000	\$100,000	5
Higher Education (college, university, community college and/or affiliated foundation)	\$114,755	\$98,000	\$80,000	\$128,250	40
Primary or Secondary Education (private, public and/or affiliated foundation)	\$78,600	\$70,000	\$59,000	\$101,500	15
Pre-K Education (early childhood, child care, referral, assisting parents)	\$73,000	\$75,000	\$59,750	\$85,000	8
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$80,067	\$75,000	\$63,000	\$98,200	9
National or Regional Health Agency (specific disease or health-related problem)	\$87,776	\$92,000	\$81,000	\$96,665	3
Health Services (hospital, clinic, nursing home, specialized services)	\$97,384	\$89,000	\$71,250	\$114,750	36
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$73,648	\$70,000	\$54,750	\$82,750	52
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$108,176	\$75,000	\$73,000	\$112,000	17
Public Broadcasting, Nonprofit Publishing	\$85,500	\$79,000	\$72,250	\$91,750	6

Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$66,000	\$67,500	\$56,750	\$71,500	6
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$109,875	\$112,500	\$103,000	\$121,750	8
Association or Membership Foundation (trade, professional, or fraternal)	\$98,939	\$100,000	\$79,000	\$124,500	11
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$82,500	\$82,500	\$73,750	\$91,250	2
Government or Quasi-Governmental Agency	\$73,000	\$73,000	\$73,000	\$73,000	2
Community Development/Economic Development (includes affordable housing)	\$86,064	\$95,000	\$66,500	\$101,100	7
Emergency Relief/Humanitarian Aid	\$120,000	\$120,000	\$120,000	\$120,000	1
International Development/Overseas Aid and Support (excluding emergency relief)	\$87,500	\$87,500	\$76,250	\$98,750	2
<b>What is the geographic scope of your organization?</b>					
International	\$105,000	\$85,000	\$69,000	\$124,000	25
Local	\$79,241	\$72,000	\$58,000	\$97,000	63
National	\$114,227	\$101,329	\$83,000	\$135,000	35
State/Provincial/Regional	\$93,175	\$83,000	\$67,500	\$108,500	79
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$61,408	\$61,408	\$54,611	\$68,204	2
\$100,000-\$249,999	\$49,467	\$55,000	\$44,700	\$57,000	3
\$250,000-\$499,999	\$61,750	\$63,500	\$44,500	\$75,000	8
\$500,000-\$999,999	\$70,412	\$69,000	\$53,000	\$88,000	17
\$1,000,000-\$2,999,999	\$72,847	\$70,000	\$60,000	\$84,000	45
\$3,000,000-\$4,999,999	\$78,833	\$78,000	\$66,000	\$91,500	24
\$5,000,000-\$9,999,999	\$96,235	\$96,000	\$73,250	\$121,750	34
\$10,000,000-\$49,999,999	\$106,330	\$105,000	\$85,000	\$125,000	49

\$50,000,000-\$74,999,999	\$159,400	\$168,000	\$135,000	\$205,000	5
\$75,000,000-\$99,999,999	\$215,000	\$215,000	\$197,500	\$232,500	2
\$100 million or more	\$176,218	\$170,000	\$112,500	\$219,000	11
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$40,000	\$40,000	\$40,000	\$40,000	1
.001-1.99	\$60,895	\$59,000	\$47,815	\$67,000	17
2.00-5.99	\$78,763	\$73,000	\$60,000	\$95,500	80
6.00-10.99	\$89,388	\$85,000	\$68,000	\$107,000	38
11.00-20.99	\$109,015	\$101,500	\$84,250	\$126,250	32
More than 20	\$136,400	\$120,000	\$85,500	\$175,000	31
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$71,850	\$77,500	\$64,850	\$84,500	4
\$250,000-\$499,999	\$66,000	\$66,000	\$65,500	\$66,500	2
\$500,000-\$999,999	\$82,750	\$67,500	\$59,000	\$97,250	8
\$1,000,000-\$2,999,999	\$73,769	\$70,000	\$50,750	\$88,250	26
\$3,000,000-\$4,999,999	\$67,154	\$60,000	\$52,000	\$74,000	13
\$5,000,000-\$9,999,999	\$86,608	\$75,000	\$60,000	\$95,000	33
\$10,000,000-\$49,999,999	\$89,279	\$84,000	\$70,000	\$103,000	44
\$50,000,000-\$74,999,999	\$104,002	\$102,165	\$80,000	\$109,750	14
\$75,000,000 - \$99,999,999	\$134,344	\$110,000	\$86,392	\$131,000	11
\$100 million or more	\$130,600	\$110,000	\$91,000	\$168,000	29
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$91,830	\$80,000	\$67,500	\$106,500	47
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$88,879	\$85,250	\$63,750	\$98,650	32

North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$94,444	\$82,500	\$64,313	\$116,750	48
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$82,109	\$75,000	\$63,000	\$96,750	32
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$117,970	\$105,000	\$95,000	\$120,000	33
Southwest: Arizona, Colorado, Nevada, New Mexico	\$76,200	\$71,000	\$68,625	\$73,875	10
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$87,892	\$98,000	\$57,000	\$109,000	11
Population of 50,000-999,999	\$81,073	\$71,750	\$59,250	\$97,250	78
Population of 1,000,000-2,999,999	\$88,245	\$75,000	\$68,500	\$101,500	47
Population of 3 million or more	\$113,814	\$100,000	\$75,000	\$127,000	65
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$55,425	\$53,500	\$40,750	\$64,750	18
4-6 years	\$65,780	\$65,000	\$59,000	\$68,500	25
7-9 years	\$79,542	\$73,500	\$62,400	\$92,500	31
10-14 years	\$91,034	\$85,000	\$70,750	\$105,750	44
15-19 years	\$118,463	\$110,000	\$85,750	\$132,500	34
20-24 years	\$116,136	\$103,000	\$85,000	\$141,000	30
25-29 years	\$128,142	\$107,500	\$70,025	\$143,500	12
30 or more years	\$93,400	\$100,000	\$73,000	\$109,000	5
<b>For how many years have you been with your current employer?</b>					
One year or less	\$84,245	\$72,000	\$60,000	\$100,000	45
2.0 years	\$92,316	\$77,500	\$69,250	\$90,750	34
3.0 years	\$87,774	\$82,000	\$62,250	\$105,000	21
4.0 years	\$87,710	\$78,000	\$68,125	\$94,500	18
5-6 years	\$85,667	\$74,000	\$65,000	\$103,000	21



7-9 years	\$108,280	\$101,329	\$75,000	\$127,000	29
10-14 years	\$102,250	\$99,500	\$81,000	\$120,000	16
15 or more years	\$113,533	\$100,000	\$77,500	\$125,000	15
<b>What is your current age?</b>					
Under Age 25	\$63,000	\$63,000	\$63,000	\$63,000	1
25-34 years old	\$70,076	\$67,000	\$56,000	\$80,000	61
35-44 years old	\$94,494	\$85,000	\$70,250	\$107,000	54
45-54 years old	\$118,031	\$100,500	\$80,500	\$139,750	50
55-64 years old	\$104,287	\$100,665	\$73,175	\$121,250	28
65 or more years old	\$53,000	\$53,000	\$53,000	\$53,000	1
<b>How would you describe your gender identity?</b>					
Female	\$88,510	\$76,000	\$64,500	\$102,165	151
Male	\$109,686	\$101,000	\$74,750	\$125,000	48
<b>What is your education level?</b>					
High school	\$90,250	\$100,000	\$78,625	\$106,750	6
Associate's degree	\$82,900	\$70,700	\$70,350	\$89,350	3
Bachelor's degree	\$86,687	\$75,000	\$63,000	\$103,000	105
Master's degree	\$103,697	\$88,000	\$71,400	\$125,000	77
Doctorate	\$117,667	\$85,000	\$76,500	\$142,500	3
Other advanced degree (JD, MD, DO, etc.)	\$39,000	\$39,000	\$39,000	\$39,000	1
Other (please specify)	\$90,250	\$89,000	\$79,250	\$100,000	4
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$106,402	\$101,000	\$73,500	\$123,000	53
CFRM	\$90,000	\$89,000	\$73,500	\$106,000	3
None	\$88,515	\$80,000	\$64,750	\$100,250	116
Other (please specify)	\$84,000	\$83,500	\$70,750	\$99,500	10

**Table 66: Fundraising Program Director — U.S.**

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$59,586	\$54,500	\$46,305	\$71,036	73
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$58,575	\$55,500	\$48,000	\$74,673	16
Higher Education (college, university, community college and/or affiliated foundation)	\$91,541	\$89,000	\$68,000	\$109,500	86
Primary or Secondary Education (private, public and/or affiliated foundation)	\$72,007	\$72,250	\$52,125	\$86,500	34
Pre-K Education (early childhood, child care, referral, assisting parents)	\$53,785	\$53,000	\$40,000	\$64,000	13
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$63,571	\$61,000	\$44,000	\$72,500	7
National or Regional Health Agency (specific disease or health-related problem)	\$71,814	\$61,250	\$56,250	\$77,100	14
Health Services (hospital, clinic, nursing home, specialized services)	\$86,940	\$81,000	\$62,125	\$104,620	82
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$60,980	\$56,000	\$48,094	\$69,475	108

Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$69,454	\$68,000	\$48,500	\$83,000	33
Public Broadcasting, Nonprofit Publishing	\$71,008	\$66,783	\$53,000	\$82,000	8
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$79,033	\$80,000	\$63,000	\$95,500	15
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$85,174	\$76,000	\$70,625	\$110,500	8
Association or Membership Foundation (trade, professional, or fraternal)	\$65,602	\$63,000	\$50,000	\$76,000	9
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$60,944	\$55,000	\$53,000	\$60,000	9
Government or Quasi-Governmental Agency	\$69,117	\$73,650	\$62,425	\$78,075	3
Community Development/Economic Development (includes affordable housing)	\$61,475	\$56,000	\$50,600	\$66,250	31
Emergency Relief/Humanitarian Aid	\$86,143	\$85,000	\$75,000	\$97,000	7
International Development/Overseas Aid and Support (excluding emergency relief)	\$81,200	\$85,000	\$70,000	\$90,000	5
<b>What is the geographic scope of your organization?</b>					
International	\$88,083	\$78,500	\$70,000	\$105,375	42
Local	\$63,824	\$57,000	\$49,500	\$78,000	153
National	\$85,848	\$78,000	\$61,500	\$104,000	79
State/Provincial/Regional	\$72,506	\$67,750	\$52,000	\$86,650	174

<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$54,968	\$54,101	\$48,480	\$60,250	10
\$100,000-\$249,999	\$57,607	\$56,000	\$42,000	\$64,000	13
\$250,000-\$499,999	\$53,509	\$50,000	\$44,000	\$60,000	29
\$500,000-\$999,999	\$59,020	\$58,000	\$45,000	\$70,700	35
\$1,000,000-\$2,999,999	\$65,917	\$58,033	\$50,000	\$78,000	98
\$3,000,000-\$4,999,999	\$67,855	\$62,000	\$52,000	\$78,000	61
\$5,000,000-\$9,999,999	\$74,695	\$73,000	\$57,000	\$85,000	61
\$10,000,000-\$49,999,999	\$85,313	\$83,737	\$68,560	\$103,500	77
\$50,000,000-\$74,999,999	\$80,577	\$80,000	\$75,000	\$94,000	13
\$75,000,000-\$99,999,999	\$89,488	\$88,000	\$78,250	\$101,500	8
\$100 million or more	\$108,438	\$100,000	\$77,250	\$123,500	39
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$60,000	\$60,000	\$60,000	\$60,000	1
.001-1.99	\$58,521	\$55,000	\$43,321	\$63,750	70
2.00-5.99	\$64,858	\$60,000	\$50,000	\$80,000	163
6.00-10.99	\$76,797	\$73,000	\$58,500	\$89,460	70
11.00-20.99	\$80,197	\$75,000	\$67,000	\$92,500	47
More than 20	\$93,401	\$90,500	\$70,000	\$107,250	88
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$56,282	\$47,999	\$42,000	\$58,230	10
\$250,000-\$499,999	\$61,500	\$48,448	\$41,000	\$73,400	15
\$500,000-\$999,999	\$60,795	\$50,000	\$45,500	\$63,250	22
\$1,000,000-\$2,999,999	\$60,582	\$55,250	\$44,250	\$66,500	58
\$3,000,000-\$4,999,999	\$61,573	\$55,000	\$50,600	\$67,250	43
\$5,000,000-\$9,999,999	\$68,204	\$63,000	\$52,000	\$80,000	53
\$10,000,000-\$49,999,999	\$75,918	\$71,516	\$59,714	\$85,000	98

\$50,000,000-\$74,999,999	\$75,638	\$74,000	\$70,000	\$83,000	17
\$75,000,000 - \$99,999,999	\$83,358	\$83,000	\$71,500	\$90,102	11
\$100 million or more	\$103,973	\$100,000	\$85,000	\$120,000	57
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$79,100	\$71,491	\$59,905	\$90,051	92
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$70,435	\$63,000	\$50,000	\$90,000	80
North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$64,960	\$57,000	\$48,000	\$78,000	109
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$71,032	\$65,000	\$50,500	\$84,000	55
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$82,967	\$78,000	\$61,000	\$103,000	89
Southwest: Arizona, Colorado, Nevada, New Mexico	\$66,671	\$61,000	\$43,000	\$78,000	21
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$65,535	\$62,000	\$49,750	\$77,157	36
Population of 50,000-999,999	\$65,529	\$60,000	\$47,000	\$80,000	184
Population of 1,000,000-2,999,999	\$74,841	\$67,000	\$55,000	\$90,000	121
Population of 3 million or more	\$88,105	\$82,000	\$64,000	\$110,250	106
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$51,604	\$49,250	\$42,000	\$59,750	78
4-6 years	\$62,831	\$60,000	\$50,000	\$71,700	103
7-9 years	\$72,293	\$63,500	\$55,000	\$85,000	72
10-14 years	\$79,960	\$76,000	\$62,000	\$96,000	73

15-19 years	\$93,127	\$84,019	\$72,694	\$111,500	42
20-24 years	\$94,658	\$87,902	\$68,500	\$119,750	38
25-29 years	\$97,563	\$99,250	\$81,875	\$115,500	16
30 or more years	\$96,613	\$85,850	\$80,750	\$112,500	14
<b>For how many years have you been with your current employer?</b>					
One year or less	\$67,224	\$62,000	\$50,000	\$80,000	102
2.0 years	\$66,546	\$60,000	\$47,999	\$80,000	87
3.0 years	\$69,642	\$60,000	\$51,250	\$86,201	59
4.0 years	\$71,431	\$68,280	\$55,250	\$85,000	50
5-6 years	\$77,593	\$70,000	\$57,750	\$89,375	52
7-9 years	\$88,947	\$84,000	\$63,000	\$115,500	34
10-14 years	\$92,546	\$87,000	\$69,225	\$103,000	27
15 or more years	\$84,707	\$83,000	\$68,000	\$93,000	25
<b>What is your current age?</b>					
Under Age 25	\$48,227	\$47,408	\$43,000	\$51,375	8
25-34 years old	\$60,164	\$58,000	\$49,250	\$70,500	151
35-44 years old	\$78,764	\$73,750	\$57,799	\$95,625	112
45-54 years old	\$78,852	\$73,650	\$55,000	\$99,500	87
55-64 years old	\$86,874	\$84,000	\$63,000	\$107,500	66
65 or more years old	\$116,500	\$128,500	\$91,250	\$144,000	6
<b>How would you describe your gender identity?</b>					
Female	\$70,687	\$63,000	\$50,000	\$83,000	357
Male	\$87,432	\$83,000	\$70,000	\$100,000	75
Prefer not to say	\$5,500	\$5,500	\$5,500	\$5,500	1
<b>What is your education level?</b>					
High school	\$55,769	\$55,000	\$48,250	\$65,250	10
Associate's degree	\$68,620	\$64,000	\$56,601	\$78,500	7
Bachelor's degree	\$70,571	\$63,000	\$50,000	\$82,500	253

Master's degree	\$77,920	\$72,449	\$57,000	\$95,750	143
Doctorate	\$102,550	\$102,500	\$68,300	\$138,000	8
Other advanced degree (JD, MD, DO, etc.)	\$98,667	\$109,000	\$88,500	\$115,250	6
Other (please specify)	\$58,168	\$61,000	\$40,000	\$73,000	5
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$89,350	\$87,919	\$66,250	\$105,500	68
ACFRE	\$141,000	\$141,000	\$141,000	\$141,000	1
CFRM	\$65,348	\$70,000	\$51,500	\$80,100	5
None	\$69,723	\$63,000	\$50,750	\$82,125	296
Other (please specify)	\$106,216	\$105,750	\$71,375	\$137,500	16

**Table 67: Fundraising Officer/Staff Member — U.S.**

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$62,692	\$58,000	\$47,000	\$73,000	65
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$59,465	\$54,750	\$41,750	\$71,250	20
Higher Education (college, university, community college and/or affiliated foundation)	\$82,794	\$79,900	\$64,000	\$94,250	135
Primary or Secondary Education (private, public and/or affiliated foundation)	\$64,039	\$66,500	\$48,625	\$75,000	19
Pre-K Education (early childhood, child care, referral, assisting parents)	\$57,495	\$60,250	\$45,115	\$70,500	8
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$63,453	\$60,000	\$46,900	\$72,500	15
National or Regional Health Agency (specific disease or health-related problem)	\$74,321	\$74,750	\$62,250	\$75,000	14
Health Services (hospital, clinic, nursing home, specialized services)	\$78,008	\$73,000	\$57,579	\$88,500	111
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$60,482	\$57,000	\$47,000	\$72,000	141



Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$79,006	\$75,000	\$57,500	\$90,000	23
Public Broadcasting, Nonprofit Publishing	\$72,000	\$72,000	\$60,000	\$73,000	5
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$64,900	\$64,000	\$53,250	\$77,000	20
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$98,667	\$100,000	\$77,500	\$127,750	6
Association or Membership Foundation (trade, professional, or fraternal)	\$58,769	\$55,000	\$48,000	\$60,000	13
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$63,867	\$65,000	\$54,250	\$69,500	15
Government or Quasi-Governmental Agency	\$79,933	\$71,000	\$66,900	\$88,500	3
Community Development/Economic Development (includes affordable housing)	\$56,247	\$52,500	\$45,750	\$68,750	26
Emergency Relief/Humanitarian Aid	\$70,713	\$72,500	\$60,750	\$80,000	12
International Development/Overseas Aid and Support (excluding emergency relief)	\$83,038	\$70,000	\$60,441	\$99,000	10
<b>What is the geographic scope of your organization?</b>					
International	\$79,098	\$72,000	\$56,500	\$90,000	63
Local	\$63,991	\$60,449	\$47,875	\$75,000	168
National	\$74,995	\$73,250	\$60,000	\$85,000	114
State/Provincial/Regional	\$71,921	\$65,500	\$55,000	\$84,250	196

Other (please specify)	\$91,000	\$91,000	\$75,500	\$106,500	2
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$46,500	\$42,500	\$40,000	\$52,500	6
\$100,000-\$249,999	\$56,642	\$45,750	\$43,750	\$68,250	12
\$250,000-\$499,999	\$50,032	\$51,250	\$38,780	\$58,500	19
\$500,000-\$999,999	\$56,633	\$53,500	\$43,125	\$68,500	34
\$1,000,000-\$2,999,999	\$59,395	\$58,000	\$49,750	\$67,250	104
\$3,000,000-\$4,999,999	\$65,908	\$62,839	\$51,000	\$77,175	64
\$5,000,000-\$9,999,999	\$72,548	\$71,000	\$60,000	\$80,000	85
\$10,000,000-\$49,999,999	\$77,832	\$72,000	\$61,328	\$87,875	116
\$50,000,000-\$74,999,999	\$92,169	\$85,000	\$76,000	\$104,000	24
\$75,000,000-\$99,999,999	\$88,020	\$82,000	\$80,000	\$94,266	13
\$100 million or more	\$89,418	\$83,000	\$65,500	\$106,500	59
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-1.99	\$56,624	\$52,000	\$46,000	\$62,800	65
2.00-5.99	\$65,190	\$60,320	\$49,100	\$74,750	179
6.00-10.99	\$71,843	\$70,000	\$58,000	\$80,000	101
11.00-20.99	\$75,492	\$74,500	\$61,528	\$87,750	70
More than 20	\$83,574	\$78,625	\$62,000	\$99,500	114
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$56,000	\$51,500	\$45,500	\$60,000	5
\$250,000-\$499,999	\$56,707	\$51,625	\$40,420	\$60,000	16
\$500,000-\$999,999	\$56,221	\$55,500	\$42,500	\$62,850	24
\$1,000,000-\$2,999,999	\$57,097	\$52,000	\$46,000	\$62,250	67
\$3,000,000-\$4,999,999	\$63,687	\$60,000	\$48,400	\$76,500	35
\$5,000,000-\$9,999,999	\$66,375	\$64,375	\$47,750	\$75,250	52
\$10,000,000-\$49,999,999	\$70,583	\$66,500	\$55,000	\$80,000	131

\$50,000,000-\$74,999,999	\$74,635	\$74,000	\$60,000	\$91,000	28
\$75,000,000 - \$99,999,999	\$79,744	\$80,000	\$71,500	\$83,500	15
\$100 million or more	\$88,186	\$85,000	\$66,000	\$107,750	68
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$75,190	\$71,000	\$58,275	\$85,000	73
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$64,208	\$60,000	\$48,125	\$79,000	98
North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$66,482	\$62,900	\$50,750	\$78,000	164
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$72,189	\$69,000	\$57,405	\$83,438	72
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$80,970	\$75,000	\$60,560	\$93,500	107
Southwest: Arizona, Colorado, Nevada, New Mexico	\$68,691	\$69,000	\$50,750	\$80,388	28
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$62,225	\$60,000	\$51,750	\$73,000	48
Population of 50,000-999,999	\$66,149	\$62,500	\$50,500	\$78,000	227
Population of 1,000,000-2,999,999	\$72,362	\$70,000	\$53,000	\$82,000	129
Population of 3 million or more	\$81,262	\$76,750	\$60,064	\$95,000	138
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$56,006	\$55,000	\$45,000	\$65,000	109
4-6 years	\$62,201	\$60,000	\$50,000	\$72,000	131
7-9 years	\$71,217	\$69,000	\$60,000	\$84,500	91
10-14 years	\$77,393	\$75,000	\$64,250	\$86,950	66

15-19 years	\$90,545	\$82,500	\$68,750	\$110,000	48
20-24 years	\$86,500	\$86,000	\$72,500	\$100,000	43
25-29 years	\$95,016	\$95,000	\$77,500	\$112,500	19
30 or more years	\$87,121	\$80,000	\$65,000	\$110,000	17
<b>For how many years have you been with your current employer?</b>					
One year or less	\$64,707	\$62,000	\$52,000	\$75,000	179
2.0 years	\$65,796	\$61,000	\$50,750	\$80,000	100
3.0 years	\$74,710	\$72,500	\$54,750	\$87,250	64
4.0 years	\$72,597	\$64,000	\$51,000	\$85,000	31
5-6 years	\$76,495	\$72,000	\$60,000	\$86,800	45
7-9 years	\$78,662	\$76,250	\$62,893	\$84,500	48
10-14 years	\$81,037	\$72,500	\$63,359	\$95,750	36
15 or more years	\$93,157	\$83,000	\$62,800	\$118,000	21
<b>What is your current age?</b>					
Under Age 25	\$47,008	\$45,000	\$37,750	\$55,560	15
25-34 years old	\$60,804	\$58,388	\$48,000	\$73,000	188
35-44 years old	\$73,230	\$70,000	\$57,000	\$85,000	115
45-54 years old	\$85,615	\$77,500	\$65,000	\$98,000	84
55-64 years old	\$79,238	\$77,500	\$61,674	\$92,250	96
65 or more years old	\$83,723	\$80,000	\$56,000	\$95,000	13
<b>How would you describe your gender identity?</b>					
Female	\$71,937	\$67,000	\$53,000	\$83,125	415
Gender non-conforming	\$30,000	\$30,000	\$30,000	\$30,000	1
Intersex or other related term	\$83,000	\$83,000	\$83,000	\$83,000	1
Male	\$70,049	\$66,000	\$53,500	\$82,500	95
Prefer not to say	\$22,450	\$22,450	\$13,675	\$31,225	2
Prefer to self-describe (please specify)	\$73,000	\$73,000	\$73,000	\$73,000	1
<b>What is your education level?</b>					

High school	\$43,300	\$43,000	\$37,800	\$50,000	8
Associate's degree	\$53,811	\$60,000	\$40,000	\$67,000	9
Bachelor's degree	\$71,309	\$67,500	\$52,875	\$84,000	252
Master's degree	\$72,427	\$66,000	\$55,000	\$83,000	221
Doctorate	\$72,173	\$73,000	\$55,000	\$80,000	9
Other advanced degree (JD, MD, DO, etc.)	\$87,545	\$83,000	\$61,000	\$111,000	11
Other (please specify)	\$61,740	\$65,000	\$51,500	\$68,000	5
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$83,576	\$81,040	\$67,250	\$97,500	90
ACFRE	\$56,000	\$56,000	\$56,000	\$56,000	1
CFRM	\$65,440	\$59,000	\$55,000	\$74,300	10
None	\$68,666	\$64,250	\$51,000	\$80,000	332
Other (please specify)	\$85,564	\$81,000	\$66,300	\$95,000	25

**Table 68: Salary Data by Position – Other Fundraising Staff — U.S.**

Other Fundraising Staff, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$44,061	\$42,000	\$37,500	\$49,500	49
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$40,173	\$39,000	\$34,750	\$44,300	15
Higher Education (college, university, community college and/or affiliated foundation)	\$54,790	\$49,200	\$43,550	\$60,400	39
Primary or Secondary Education (private, public and/or affiliated foundation)	\$46,158	\$43,260	\$40,000	\$50,000	21
Pre-K Education (early childhood, child care, referral, assisting parents)	\$47,461	\$42,681	\$40,000	\$55,750	15
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$48,711	\$50,000	\$42,900	\$53,000	19
National or Regional Health Agency (specific disease or health-related problem)	\$50,625	\$48,000	\$47,000	\$52,000	8
Health Services (hospital, clinic, nursing home, specialized services)	\$54,147	\$49,000	\$40,310	\$63,000	73
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$45,477	\$45,000	\$37,500	\$51,500	91
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$48,998	\$48,000	\$42,450	\$53,750	18
Public Broadcasting, Nonprofit Publishing	\$49,500	\$50,000	\$37,500	\$55,000	5
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$49,284	\$45,000	\$41,000	\$57,000	9

Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$46,848	\$48,300	\$41,643	\$51,875	6
Association or Membership Foundation (trade, professional, or fraternal)	\$47,672	\$42,000	\$36,500	\$56,008	3
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$42,125	\$43,250	\$38,500	\$46,875	4
Government or Quasi-Governmental Agency	\$58,125	\$48,400	\$42,750	\$55,075	8
Community Development/Economic Development (includes affordable housing)	\$44,267	\$43,992	\$37,000	\$50,000	31
Emergency Relief/Humanitarian Aid	\$43,284	\$43,000	\$33,480	\$52,000	11
International Development/Overseas Aid and Support (excluding emergency relief)	\$55,256	\$52,800	\$46,000	\$60,000	9
<b>What is the geographic scope of your organization?</b>					
International	\$54,607	\$52,000	\$46,000	\$57,000	25
Local	\$45,090	\$44,000	\$38,300	\$51,250	135
National	\$57,203	\$50,000	\$43,000	\$62,000	41
State/Provincial/Regional	\$47,508	\$45,000	\$40,000	\$52,375	110
Other (please specify)	\$52,700	\$52,000	\$47,500	\$58,000	5
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$43,024	\$41,500	\$38,550	\$49,250	12
\$100,000-\$249,999	\$40,491	\$43,800	\$31,500	\$49,500	11
\$250,000-\$499,999	\$40,615	\$40,000	\$36,200	\$47,000	19
\$500,000-\$999,999	\$44,661	\$45,000	\$39,163	\$50,000	43
\$1,000,000-\$2,999,999	\$44,125	\$42,500	\$38,000	\$48,000	77
\$3,000,000-\$4,999,999	\$48,580	\$46,300	\$41,200	\$54,500	32
\$5,000,000-\$9,999,999	\$49,976	\$48,500	\$41,875	\$55,125	40
\$10,000,000-\$49,999,999	\$54,689	\$52,000	\$45,750	\$60,500	40
\$50,000,000-\$74,999,999	\$54,556	\$55,000	\$50,000	\$61,000	9
\$75,000,000-\$99,999,999	\$60,167	\$52,000	\$47,750	\$68,500	3

\$100 million or more	\$65,625	\$57,500	\$46,000	\$71,375	24
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$52,000	\$52,000	\$52,000	\$52,000	1
.001-1.99	\$44,323	\$45,000	\$34,940	\$56,000	43
2.00-5.99	\$45,005	\$44,000	\$39,000	\$50,000	152
6.00-10.99	\$51,346	\$50,000	\$41,750	\$56,625	48
11.00-20.99	\$52,224	\$47,000	\$43,000	\$58,000	21
More than 20	\$57,193	\$52,000	\$45,880	\$61,000	47
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$43,000	\$42,500	\$36,250	\$49,250	4
\$250,000-\$499,999	\$40,823	\$39,700	\$34,410	\$46,000	12
\$500,000-\$999,999	\$45,185	\$41,600	\$36,000	\$49,000	13
\$1,000,000-\$2,999,999	\$43,288	\$45,000	\$39,000	\$50,000	57
\$3,000,000-\$4,999,999	\$44,859	\$44,000	\$39,500	\$50,500	23
\$5,000,000-\$9,999,999	\$49,930	\$46,000	\$39,616	\$55,500	35
\$10,000,000-\$49,999,999	\$49,113	\$45,000	\$40,000	\$55,625	72
\$50,000,000-\$74,999,999	\$52,232	\$52,000	\$48,500	\$54,000	9
\$75,000,000 - \$99,999,999	\$46,481	\$45,800	\$40,998	\$49,500	10
\$100 million or more	\$70,265	\$60,000	\$54,000	\$84,000	17
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$48,557	\$46,800	\$40,000	\$55,000	61
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$48,191	\$46,000	\$39,000	\$54,000	69
North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$46,365	\$45,000	\$38,800	\$51,750	67



South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$48,745	\$44,134	\$37,625	\$51,500	50
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$54,014	\$52,000	\$45,380	\$60,250	43
Southwest: Arizona, Colorado, Nevada, New Mexico	\$43,844	\$42,681	\$40,000	\$46,600	25
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$46,010	\$46,550	\$39,305	\$50,500	20
Population of 50,000-999,999	\$45,271	\$45,000	\$38,700	\$51,000	154
Population of 1,000,000-2,999,999	\$49,798	\$45,000	\$40,000	\$58,000	71
Population of 3 million or more	\$54,020	\$50,250	\$44,250	\$57,438	70
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$44,735	\$44,500	\$38,000	\$52,000	162
4-6 years	\$46,003	\$45,000	\$40,000	\$50,000	65
7-9 years	\$52,744	\$50,750	\$44,250	\$58,700	28
10-14 years	\$59,443	\$55,000	\$48,100	\$68,750	23
15-19 years	\$64,851	\$55,500	\$49,000	\$70,015	13
20-24 years	\$53,428	\$50,000	\$48,000	\$60,000	9
25-29 years	\$81,333	\$84,000	\$72,000	\$92,000	3
30 or more years	\$76,750	\$76,750	\$70,125	\$83,375	2
<b>For how many years have you been with your current employer?</b>					
One year or less	\$44,775	\$45,000	\$37,625	\$50,875	102
2.0 years	\$47,721	\$45,500	\$39,390	\$52,625	68
3.0 years	\$47,398	\$45,000	\$39,325	\$54,000	65
4.0 years	\$51,141	\$47,730	\$45,000	\$57,000	19
5-6 years	\$50,385	\$46,600	\$43,000	\$52,000	21
7-9 years	\$56,036	\$52,000	\$45,500	\$61,500	11
10-14 years	\$73,076	\$59,399	\$50,000	\$81,937	12
15 or more years	\$55,245	\$50,197	\$48,500	\$69,258	7

<b>What is your current age?</b>					
Under Age 25	\$41,881	\$40,000	\$35,500	\$48,000	25
25-34 years old	\$47,766	\$46,000	\$40,000	\$52,525	160
35-44 years old	\$49,232	\$46,000	\$39,254	\$58,875	51
45-54 years old	\$52,609	\$48,285	\$40,483	\$60,000	30
55-64 years old	\$53,958	\$50,599	\$45,000	\$63,875	24
65 or more years old	\$53,500	\$55,500	\$48,000	\$58,000	5
<b>How would you describe your gender identity?</b>					
Female	\$48,423	\$46,000	\$39,810	\$55,000	260
Gender Non-Conforming	\$60,000	\$60,000	\$60,000	\$60,000	1
Male	\$50,064	\$45,000	\$40,400	\$52,000	34
Prefer not to say	\$50,000	\$50,000	\$50,000	\$50,000	1
Prefer to self-describe (please specify)	\$43,000	\$43,000	\$43,000	\$43,000	1
<b>What is your education level?</b>					
High school	\$44,990	\$47,000	\$39,907	\$51,500	9
Associate's degree	\$45,548	\$47,400	\$40,761	\$49,750	8
Bachelor's degree	\$48,522	\$46,000	\$39,998	\$54,250	184
Master's degree	\$49,670	\$47,000	\$41,000	\$58,300	89
Doctorate	\$56,000	\$58,000	\$54,000	\$59,000	3
Other advanced degree (JD, MD, DO, etc.)	\$42,000	\$42,000	\$42,000	\$42,000	1
Other (please specify)	\$39,000	\$39,000	\$33,500	\$44,500	2
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$63,185	\$61,500	\$50,750	\$70,261	12
CFRM	\$61,500	\$61,500	\$53,250	\$69,750	2
None	\$47,312	\$46,000	\$40,000	\$54,000	241
Other (please specify)	\$52,072	\$45,750	\$42,000	\$60,225	12

**Table 69: Salary Data by Position – Consultant, Principal — U.S.**

Consultant, Principal, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$39,000	\$39,000	\$39,000	\$39,000	1
Health Services (hospital, clinic, nursing home, specialized services)	\$42,000	\$42,000	\$42,000	\$42,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$188,086	\$150,000	\$128,771	\$185,000	9
Local	\$56,400	\$39,000	\$36,000	\$42,000	5
National	\$116,868	\$120,000	\$88,750	\$145,000	19
State/Provincial/Regional	\$108,357	\$94,000	\$70,000	\$140,000	21
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-1.99	\$102,260	\$100,000	\$45,000	\$125,000	25
2.00-5.99	\$112,969	\$104,000	\$71,250	\$145,125	16
6.00-10.99	\$131,000	\$131,000	\$111,500	\$150,500	2
11.00-20.99	\$95,154	\$120,000	\$57,000	\$128,771	5
More than 20	\$269,000	\$185,000	\$160,000	\$200,000	5
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$39,000	\$39,000	\$39,000	\$39,000	1
\$10,000,000-\$49,999,999	\$42,000	\$42,000	\$42,000	\$42,000	1
<b>In what region is the office where you work located?</b>					
Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$123,214	\$125,000	\$71,875	\$174,625	14

South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$147,000	\$108,000	\$62,500	\$155,000	15
North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$91,091	\$92,000	\$44,500	\$139,500	11
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$117,129	\$121,886	\$99,250	\$137,193	6
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$114,400	\$140,000	\$57,000	\$140,000	5
Southwest: Arizona, Colorado, Nevada, New Mexico	\$88,000	\$100,000	\$69,500	\$112,500	3
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$143,750	\$145,000	\$136,250	\$152,500	4
Population of 50,000-999,999	\$120,889	\$73,000	\$43,250	\$128,000	18
Population of 1,000,000-2,999,999	\$105,111	\$104,000	\$67,500	\$131,578	16
Population of 3 million or more	\$127,375	\$130,000	\$79,375	\$173,750	16
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$39,000	\$39,000	\$39,000	\$39,000	1
4-6 years	\$77,500	\$77,500	\$77,500	\$77,500	1
10-14 years	\$91,250	\$97,500	\$63,750	\$125,000	4
15-19 years	\$84,750	\$75,000	\$43,500	\$121,250	8
20-24 years	\$74,909	\$60,000	\$38,000	\$107,000	11
25-29 years	\$129,938	\$122,500	\$100,000	\$150,125	8
30 or more years	\$166,198	\$129,000	\$100,000	\$200,000	19
<b>For how many years have you been with your current employer?</b>					
One year or less	\$111,125	\$98,750	\$68,625	\$141,250	4
2.0 years	\$77,444	\$50,000	\$45,000	\$108,000	9
3.0 years	\$108,500	\$97,500	\$66,000	\$140,000	4
4.0 years	\$120,943	\$126,886	\$111,250	\$136,578	4

5-6 years	\$61,000	\$61,000	\$31,500	\$90,500	2
7-9 years	\$232,000	\$140,000	\$100,000	\$240,000	5
10-14 years	\$117,500	\$120,000	\$98,000	\$139,250	8
15 or more years	\$118,719	\$112,500	\$59,250	\$158,750	16
<b>What is your current age?</b>					
25-34 years old	\$78,833	\$77,500	\$58,250	\$98,750	3
35-44 years old	\$106,286	\$100,000	\$62,500	\$145,000	7
45-54 years old	\$105,250	\$117,500	\$95,500	\$123,750	10
55-64 years old	\$119,599	\$125,000	\$73,000	\$160,000	23
65 or more years old	\$155,222	\$60,000	\$43,000	\$210,000	9
<b>How would you describe your gender identity?</b>					
Female	\$94,931	\$92,000	\$44,000	\$129,000	29
Male	\$149,034	\$125,000	\$92,750	\$177,500	23
<b>What is your education level?</b>					
High school	\$36,000	\$36,000	\$36,000	\$36,000	1
Associate's degree	\$170,000	\$170,000	\$170,000	\$170,000	1
Bachelor's degree	\$118,841	\$87,000	\$57,750	\$136,250	22
Master's degree	\$120,220	\$122,500	\$80,250	\$147,625	24
Other advanced degree (JD, MD, DO, etc.)	\$180,000	\$180,000	\$165,000	\$195,000	2
Other (please specify)	\$57,500	\$57,500	\$51,250	\$63,750	2
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$114,196	\$93,000	\$44,750	\$145,125	28
ACFRE	\$195,000	\$195,000	\$172,500	\$217,500	2
None	\$125,876	\$125,000	\$102,000	\$155,000	18
Other (please specify)	\$132,500	\$140,000	\$130,000	\$142,500	4

**Table 70: Salary Data by Position – Consultant, Specialized, U.S.**

Consultant, Specialized, U.S.	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$105,000	\$105,000	\$105,000	\$105,000	1
Primary or Secondary Education (private, public and/or affiliated foundation)	\$105,000	\$105,000	\$105,000	\$105,000	1
Government or Quasi-Governmental Agency	\$87,000	\$87,000	\$87,000	\$87,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$89,950	\$71,000	\$21,875	\$108,750	8
Local	\$49,455	\$24,000	\$14,000	\$85,500	11
National	\$72,000	\$71,000	\$40,000	\$103,000	13
State/Provincial/Regional	\$101,248	\$75,200	\$38,000	\$147,000	23
Other (please specify)	\$105,000	\$105,000	\$90,000	\$120,000	2
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
\$250,000-\$499,999	\$105,000	\$105,000	\$105,000	\$105,000	1
\$3,000,000-\$4,999,999	\$87,000	\$87,000	\$87,000	\$87,000	1
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$55,000	\$55,000	\$37,500	\$72,500	2
.001-1.99	\$90,061	\$73,000	\$37,000	\$119,500	46
2.00-5.99	\$40,786	\$35,000	\$23,750	\$46,000	7
11.00-20.99	\$75,000	\$75,000	\$75,000	\$75,000	1
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$5,000,000-\$9,999,999	\$96,000	\$96,000	\$91,500	\$100,500	2
<b>In what region is the office where you work located?</b>					

Northeast: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont	\$78,415	\$51,000	\$36,000	\$100,000	13
South: Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia	\$85,800	\$63,500	\$43,250	\$135,500	10
North Central: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin	\$71,436	\$42,000	\$23,250	\$98,500	11
South Central: Arkansas, Louisiana, Missouri, Oklahoma, Texas	\$121,000	\$90,000	\$75,000	\$105,000	5
Northwest: Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming	\$77,308	\$71,000	\$65,000	\$100,000	13
Southwest: Arizona, Colorado, Nevada, New Mexico	\$99,020	\$135,000	\$25,000	\$135,000	5
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$75,933	\$24,500	\$21,000	\$65,500	6
Population of 50,000-999,999	\$69,940	\$54,000	\$31,875	\$78,150	20
Population of 1,000,000-2,999,999	\$87,933	\$90,000	\$46,000	\$113,000	15
Population of 3 million or more	\$94,994	\$90,000	\$36,000	\$125,000	17
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$32,000	\$33,000	\$20,500	\$44,500	4
4-6 years	\$82,500	\$82,500	\$78,750	\$86,250	2
7-9 years	\$56,233	\$71,000	\$46,750	\$73,100	3
10-14 years	\$58,733	\$71,000	\$38,100	\$85,500	3
15-19 years	\$77,669	\$56,000	\$35,000	\$105,000	13
20-24 years	\$71,514	\$36,000	\$21,500	\$107,000	7
25-29 years	\$92,857	\$100,000	\$65,000	\$114,000	7
30 or more years	\$106,182	\$79,000	\$45,000	\$150,000	17
<b>For how many years have you been with your current employer?</b>					

One year or less	\$67,008	\$47,000	\$20,500	\$78,900	12
2.0 years	\$63,871	\$71,000	\$25,500	\$100,000	7
3.0 years	\$23,157	\$22,500	\$16,500	\$29,500	7
4.0 years	\$90,000	\$90,000	\$90,000	\$90,000	1
5-6 years	\$104,778	\$110,000	\$71,000	\$144,000	9
7-9 years	\$135,667	\$56,000	\$53,500	\$178,000	3
10-14 years	\$92,400	\$75,000	\$70,000	\$87,000	5
15 or more years	\$109,800	\$109,000	\$68,500	\$131,500	10
<b>What is your current age?</b>					
Under Age 25	\$42,000	\$42,000	\$42,000	\$42,000	1
25-34 years old	\$42,375	\$38,000	\$23,625	\$56,750	4
35-44 years old	\$78,838	\$55,000	\$21,025	\$82,500	8
45-54 years old	\$68,417	\$48,000	\$28,750	\$78,250	12
55-64 years old	\$125,133	\$110,000	\$88,500	\$134,500	15
65 or more years old	\$55,221	\$42,500	\$21,000	\$78,050	14
<b>How would you describe your gender identity?</b>					
Female	\$86,739	\$70,500	\$35,250	\$113,750	46
Male	\$61,330	\$61,500	\$12,500	\$100,000	10
<b>What is your education level?</b>					
Associate's degree	\$41,000	\$41,000	\$41,000	\$41,000	1
Bachelor's degree	\$93,984	\$75,000	\$47,000	\$110,500	19
Master's degree	\$70,690	\$51,000	\$25,000	\$105,000	29
Doctorate	\$131,000	\$100,000	\$54,750	\$176,250	4
Other advanced degree (JD, MD, DO, etc.)	\$38,800	\$38,800	\$23,200	\$54,400	2
Other (please specify)	\$125,000	\$125,000	\$125,000	\$125,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$89,784	\$79,000	\$31,000	\$110,000	19
ACFRE	\$57,750	\$45,000	\$23,750	\$79,000	4



CFRM	\$160,000	\$160,000	\$160,000	\$160,000	1
None	\$77,032	\$52,000	\$30,000	\$103,000	25
Other (please specify)	\$82,733	\$70,000	\$45,000	\$110,000	9

## APPENDIX 9: SALARY STATISTICS BY POSITION, BY PROFESSIONAL TRACK AND DEMOGRAPHIC TRAITS OF PARTICIPANT — CANADA

**Table 71: Salary Data by Position – CEO, Canada**

CEO/ED, CA	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$127,000	\$147,500	\$107,500	\$167,000	4
Higher Education (college, university, community college and/or affiliated foundation)	\$115,220	\$100,000	\$69,000	\$127,000	5
Primary or Secondary Education (private, public and/or affiliated foundation)	\$105,200	\$110,000	\$100,000	\$112,000	5
Pre-K Education (early childhood, child care, referral, assisting parents)	\$112,000	\$112,000	\$112,000	\$112,000	1
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$95,000	\$95,000	\$95,000	\$95,000	1
National or Regional Health Agency (specific disease or health-related problem)	\$150,000	\$150,000	\$150,000	\$150,000	1
Health Services (hospital, clinic, nursing home, specialized services)	\$126,769	\$106,500	\$91,875	\$151,750	28
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$86,614	\$84,273	\$69,750	\$90,500	18
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$115,000	\$115,000	\$115,000	\$115,000	1
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$128,000	\$95,000	\$90,000	\$149,500	3

Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$84,000	\$84,000	\$84,000	\$84,000	1
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$53,717	\$63,500	\$13,900	\$85,500	6
Community Development/Economic Development (includes affordable housing)	\$80,000	\$80,000	\$80,000	\$80,000	1
Emergency Relief/Humanitarian Aid	\$85,000	\$85,000	\$85,000	\$85,000	1
<b>What is the geographic scope of your organization?</b>					
Local	\$103,501	\$100,000	\$80,000	\$130,750	36
National	\$99,900	\$114,000	\$84,050	\$133,500	7
Provincial/Regional	\$123,479	\$101,500	\$85,250	\$168,750	22
Other (please specify)	\$86,000	\$86,000	\$79,000	\$93,000	2
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$61,000	\$40,000	\$34,000	\$77,500	3
\$100,000-\$249,999	\$87,125	\$90,000	\$74,125	\$103,000	4
\$250,000-\$499,999	\$81,383	\$84,000	\$77,000	\$85,000	9
\$500,000-\$999,999	\$85,191	\$95,000	\$75,000	\$102,000	11
\$1,000,000-\$2,999,999	\$118,753	\$106,000	\$90,000	\$150,000	25
\$3,000,000-\$4,999,999	\$128,600	\$140,000	\$100,000	\$150,000	5
\$5,000,000-\$9,999,999	\$176,667	\$170,000	\$157,500	\$192,500	3
\$10,000,000-\$49,999,999	\$153,500	\$132,500	\$114,750	\$171,250	4
\$100 million or more	\$135,000	\$135,000	\$135,000	\$135,000	1
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$96,000	\$96,000	\$90,500	\$101,500	2
.001-1.99	\$86,349	\$84,050	\$69,250	\$101,500	30
2.00-5.99	\$129,267	\$127,000	\$92,250	\$153,500	27
6.00-10.99	\$82,067	\$96,000	\$48,100	\$123,000	3
11.00-20.99	\$165,000	\$157,500	\$141,250	\$181,250	4

More than 20	\$135,000	\$135,000	\$135,000	\$135,000	1
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$65,586	\$70,000	\$48,500	\$95,000	7
\$250,000-\$499,999	\$97,560	\$88,511	\$76,750	\$107,000	16
\$500,000-\$999,999	\$101,271	\$92,500	\$81,000	\$114,000	17
\$1,000,000-\$2,999,999	\$118,825	\$106,000	\$90,000	\$141,250	16
\$3,000,000-\$4,999,999	\$142,000	\$135,000	\$120,000	\$138,750	6
\$5,000,000-\$9,999,999	\$165,500	\$165,500	\$146,250	\$184,750	2
\$10,000,000-\$49,999,999	\$169,000	\$169,000	\$167,000	\$171,000	2
<b>In what region is the office where you work located?</b>					
Atlantic (NB, NL, NS, PE)	\$86,500	\$83,000	\$80,750	\$88,750	4
Central (ON, QU)	\$119,340	\$106,000	\$84,445	\$145,000	37
Prairie (AB, MB, SK)	\$96,887	\$92,500	\$76,000	\$127,000	15
Western (BC)	\$99,909	\$92,000	\$85,000	\$111,000	11
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$91,900	\$96,250	\$84,775	\$103,000	8
Population of 50,000-999,999	\$101,555	\$90,000	\$80,000	\$133,000	37
Population of 1,000,000-2,999,999	\$138,367	\$127,000	\$106,000	\$157,500	15
Population of 3 million or more	\$106,521	\$102,000	\$84,223	\$145,000	7
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$86,429	\$96,000	\$67,500	\$109,500	7
4-6 years	\$106,670	\$101,500	\$58,875	\$132,250	10
7-9 years	\$93,764	\$92,500	\$87,321	\$95,000	5
10-14 years	\$90,700	\$82,500	\$77,750	\$102,000	10
15-19 years	\$94,424	\$96,000	\$85,834	\$130,500	6
20-24 years	\$128,294	\$136,000	\$97,425	\$151,750	16
25-29 years	\$100,000	\$100,000	\$100,000	\$100,000	1

30 or more years	\$137,610	\$128,500	\$90,500	\$180,000	10
<b>For how many years have you been with your current employer?</b>					
One year or less	\$120,625	\$125,000	\$80,000	\$152,500	8
2.0 years	\$117,444	\$115,000	\$100,000	\$137,000	9
3.0 years	\$129,375	\$105,000	\$95,125	\$139,250	4
4.0 years	\$106,222	\$93,000	\$72,000	\$135,000	9
5-6 years	\$97,941	\$95,000	\$61,250	\$121,000	15
7-9 years	\$120,625	\$112,000	\$87,500	\$138,500	8
10-14 years	\$89,635	\$85,000	\$84,723	\$98,000	7
15 or more years	\$109,133	\$89,850	\$86,925	\$127,500	6
<b>What is your current age?</b>					
25-34 years old	\$89,714	\$92,500	\$61,250	\$111,500	7
35-44 years old	\$76,167	\$80,000	\$70,250	\$95,000	6
45-54 years old	\$116,150	\$105,000	\$87,500	\$147,500	23
55-64 years old	\$119,937	\$115,000	\$86,000	\$150,000	25
65 or more years old	\$87,000	\$84,000	\$77,000	\$95,500	3
<b>How would you describe your gender identity?</b>					
Female	\$104,032	\$95,000	\$80,250	\$135,000	46
Male	\$121,320	\$101,000	\$92,375	\$151,250	20
<b>What is your education level?</b>					
High school	\$107,233	\$89,700	\$78,350	\$127,350	3
Associate's degree	\$112,250	\$128,500	\$94,500	\$135,000	8
Bachelor's degree	\$108,339	\$95,000	\$84,445	\$137,000	25
Master's degree	\$108,716	\$102,000	\$80,500	\$142,500	19
Doctorate	\$107,000	\$107,000	\$107,000	\$107,000	1
Other advanced degree (JD, MD, DO, etc.)	\$70,000	\$70,000	\$70,000	\$70,000	1
Other (please specify)	\$115,678	\$86,000	\$84,100	\$115,000	9

Which of the following professional certifications do you hold?					
CFRE	\$125,325	\$107,000	\$92,500	\$150,000	21
ACFRE	\$215,000	\$215,000	\$215,000	\$215,000	1
None	\$103,959	\$95,500	\$81,750	\$129,250	38
Other (please specify)	\$111,000	\$86,500	\$72,500	\$109,500	6

**Table 72: Salary Data by Position – Chief Development Office — Canada**

Chief Development Officer, CA	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$98,873	\$91,500	\$69,250	\$124,000	27
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$97,333	\$125,000	\$66,000	\$142,500	3
Higher Education (college, university, community college and/or affiliated foundation)	\$131,445	\$130,000	\$123,500	\$150,000	8
Primary or Secondary Education (private, public and/or affiliated foundation)	\$109,724	\$107,000	\$76,000	\$139,000	11
Pre-K Education (early childhood, child care, referral, assisting parents)	\$54,000	\$54,000	\$54,000	\$54,000	1
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$65,000	\$65,000	\$65,000	\$65,000	1
National or Regional Health Agency (specific disease or health-related problem)	\$111,727	\$105,000	\$92,000	\$131,000	11
Health Services (hospital, clinic, nursing home, specialized services)	\$109,893	\$104,000	\$80,750	\$126,250	28
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$92,231	\$86,000	\$70,500	\$118,750	26
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$69,067	\$71,250	\$65,942	\$74,375	4
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$94,000	\$100,000	\$83,500	\$107,500	3

Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$141,500	\$141,500	\$102,250	\$180,750	2
Association or Membership Foundation (trade, professional, or fraternal)	\$106,000	\$106,000	\$84,000	\$128,000	2
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$78,417	\$80,000	\$75,125	\$82,500	3
Government or Quasi-Governmental Agency	\$70,000	\$70,000	\$70,000	\$70,000	1
Community Development/Economic Development (includes affordable housing)	\$78,000	\$71,000	\$59,000	\$90,000	4
Emergency Relief/Humanitarian Aid	\$179,091	\$185,000	\$175,000	\$186,136	3
International Development/Overseas Aid and Support (excluding emergency relief)	\$142,318	\$153,500	\$125,250	\$170,568	4
<b>What is the geographic scope of your organization?</b>					
International	\$144,116	\$160,000	\$110,000	\$164,000	11
Local	\$87,375	\$85,500	\$70,000	\$109,500	46
National	\$117,445	\$120,000	\$91,920	\$144,500	26
Provincial/Regional	\$102,392	\$91,500	\$70,000	\$130,000	49
Other (please specify)	\$65,000	\$65,000	\$65,000	\$65,000	1
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
\$100,000-\$249,999	\$85,318	\$70,000	\$51,750	\$115,500	11
\$250,000-\$499,999	\$82,392	\$65,000	\$61,959	\$80,000	5
\$500,000-\$999,999	\$75,250	\$69,500	\$53,750	\$88,750	20
\$1,000,000-\$2,999,999	\$94,130	\$91,500	\$72,500	\$117,000	45
\$3,000,000-\$4,999,999	\$135,000	\$125,000	\$114,000	\$147,500	11
\$5,000,000-\$9,999,999	\$116,485	\$115,000	\$85,000	\$142,000	17
\$10,000,000-\$49,999,999	\$130,486	\$131,000	\$113,500	\$150,000	16
\$50,000,000-\$74,999,999	\$140,000	\$140,000	\$122,500	\$157,500	2



\$75,000,000-\$99,999,999	\$165,000	\$165,000	\$165,000	\$165,000	1
\$100 million or more	\$150,250	\$147,500	\$104,000	\$193,750	4
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-1.99	\$76,213	\$67,500	\$60,000	\$85,750	42
2.00-5.99	\$103,062	\$100,000	\$80,000	\$125,000	58
6.00-10.99	\$143,188	\$142,750	\$124,750	\$161,250	8
11.00-20.99	\$137,125	\$131,000	\$114,750	\$144,000	8
More than 20	\$136,428	\$135,000	\$105,000	\$165,000	17
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$61,500	\$62,000	\$51,500	\$81,000	9
\$250,000-\$499,999	\$91,667	\$103,000	\$77,500	\$111,500	3
\$500,000-\$999,999	\$86,571	\$80,000	\$62,500	\$109,500	7
\$1,000,000-\$2,999,999	\$76,291	\$75,000	\$62,000	\$85,000	25
\$3,000,000-\$4,999,999	\$96,262	\$95,000	\$68,500	\$115,000	17
\$5,000,000-\$9,999,999	\$103,135	\$91,500	\$80,500	\$126,000	19
\$10,000,000-\$49,999,999	\$132,493	\$130,000	\$118,000	\$151,500	31
\$50,000,000-\$74,999,999	\$160,000	\$160,000	\$147,500	\$172,500	2
\$75,000,000 - \$99,999,999	\$125,000	\$125,000	\$125,000	\$125,000	1
\$100 million or more	\$138,333	\$130,000	\$115,000	\$160,000	6
<b>In what region is the office where you work located?</b>					
Atlantic (NB, NL, NS, PE)	\$73,846	\$69,000	\$60,490	\$80,000	10
Central (ON, QU)	\$117,109	\$119,000	\$83,000	\$150,000	72
Prairie (AB, MB, SK)	\$86,615	\$88,000	\$67,750	\$109,500	26
Western (BC)	\$92,721	\$86,000	\$70,000	\$120,000	25
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$90,500	\$86,500	\$57,250	\$115,750	6
Population of 50,000-999,999	\$91,927	\$84,000	\$70,000	\$110,000	45

Population of 1,000,000-2,999,999	\$97,849	\$95,000	\$70,250	\$118,000	41
Population of 3 million or more	\$123,141	\$125,000	\$100,000	\$150,000	41
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$59,031	\$60,000	\$51,875	\$68,125	8
4-6 years	\$75,533	\$70,000	\$62,000	\$85,000	15
7-9 years	\$77,731	\$67,000	\$60,000	\$84,000	15
10-14 years	\$104,182	\$100,000	\$73,375	\$127,500	18
15-19 years	\$103,577	\$94,000	\$82,500	\$125,000	23
20-24 years	\$122,500	\$123,000	\$100,000	\$142,500	21
25-29 years	\$129,618	\$125,000	\$103,000	\$150,000	17
30 or more years	\$121,797	\$117,500	\$96,890	\$137,500	12
<b>For how many years have you been with your current employer?</b>					
One year or less	\$101,111	\$105,000	\$73,000	\$126,000	27
2.0 years	\$105,657	\$96,000	\$76,000	\$130,000	27
3.0 years	\$103,951	\$95,000	\$72,250	\$129,000	15
4.0 years	\$93,578	\$86,000	\$70,000	\$110,000	17
5-6 years	\$86,679	\$84,000	\$68,875	\$98,750	14
7-9 years	\$98,497	\$90,000	\$65,740	\$130,000	12
10-14 years	\$127,000	\$122,000	\$94,500	\$142,500	11
15 or more years	\$116,571	\$115,000	\$106,000	\$137,500	7
<b>What is your current age?</b>					
Under Age 25	\$70,250	\$70,250	\$70,250	\$70,250	1
25-34 years old	\$67,000	\$65,500	\$60,500	\$78,000	10
35-44 years old	\$88,874	\$84,500	\$67,000	\$121,500	34
45-54 years old	\$113,779	\$106,500	\$85,750	\$136,875	44
55-64 years old	\$113,119	\$111,000	\$80,000	\$139,000	34
65 or more years old	\$93,667	\$75,000	\$60,500	\$117,500	3

<b>How would you describe your gender identity?</b>					
Female	\$98,898	\$91,500	\$70,000	\$125,000	105
Male	\$118,280	\$118,000	\$85,000	\$142,000	25
<b>What is your education level?</b>					
High school	\$65,333	\$57,500	\$44,750	\$96,500	6
Associate's degree	\$88,200	\$70,000	\$65,000	\$107,000	5
Bachelor's degree	\$104,928	\$96,000	\$72,250	\$127,500	79
Master's degree	\$104,050	\$97,000	\$75,000	\$130,000	30
Doctorate	\$123,000	\$123,000	\$123,000	\$123,000	1
Other (please specify)	\$111,813	\$106,500	\$80,000	\$142,500	8
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$111,689	\$115,000	\$86,000	\$130,000	45
FAHP	\$204,000	\$204,000	\$204,000	\$204,000	1
CFRM	\$165,000	\$165,000	\$165,000	\$165,000	1
None	\$92,054	\$80,000	\$65,750	\$118,500	56
Other (please specify)	\$127,286	\$135,000	\$103,000	\$157,500	7

**Table 72: Salary Data by Position – Program Director/Manager, Canada**

Program Director/Manager, Canada	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$47,640	\$47,200	\$33,000	\$55,000	5
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$86,700	\$86,700	\$86,700	\$86,700	1
Higher Education (college, university, community college and/or affiliated foundation)	\$105,395	\$95,000	\$82,000	\$120,041	15
Primary or Secondary Education (private, public and/or affiliated foundation)	\$87,479	\$94,500	\$86,088	\$95,891	4
National or Regional Health Agency (specific disease or health-related problem)	\$77,500	\$78,000	\$70,750	\$84,750	4
Health Services (hospital, clinic, nursing home, specialized services)	\$80,636	\$81,000	\$73,750	\$90,250	24
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$73,165	\$76,000	\$59,750	\$85,000	22
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$67,560	\$67,000	\$61,000	\$79,800	5
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$69,150	\$69,150	\$60,225	\$78,075	2
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$68,000	\$68,000	\$68,000	\$68,000	1
Government or Quasi-Governmental Agency	\$65,000	\$65,000	\$65,000	\$65,000	1
Community Development/Economic Development (includes affordable housing)	\$67,700	\$75,000	\$60,000	\$78,000	9
Emergency Relief/Humanitarian Aid	\$82,167	\$85,000	\$76,750	\$86,500	6

International Development/Overseas Aid and Support (excluding emergency relief)	\$82,667	\$86,000	\$85,000	\$88,500	6
<b>What is the geographic scope of your organization?</b>					
International	\$80,652	\$85,000	\$73,500	\$90,000	7
Local	\$74,802	\$76,500	\$59,500	\$89,000	34
National	\$81,858	\$77,400	\$66,000	\$85,500	20
Provincial/Regional	\$84,491	\$82,500	\$61,500	\$91,000	29
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
\$100,000-\$249,999	\$33,000	\$33,000	\$33,000	\$33,000	1
\$250,000-\$499,999	\$75,000	\$75,000	\$75,000	\$75,000	1
\$500,000-\$999,999	\$62,820	\$70,000	\$51,650	\$78,750	10
\$1,000,000-\$2,999,999	\$59,100	\$61,500	\$58,000	\$66,000	5
\$3,000,000-\$4,999,999	\$63,163	\$58,000	\$54,000	\$65,000	17
\$5,000,000-\$9,999,999	\$86,678	\$89,388	\$80,500	\$94,750	10
\$10,000,000-\$49,999,999	\$81,038	\$82,500	\$73,000	\$89,500	15
\$50,000,000-\$74,999,999	\$93,851	\$86,850	\$79,950	\$102,500	24
\$75,000,000-\$99,999,999	\$85,000	\$85,000	\$85,000	\$85,000	1
\$100 million or more	\$111,667	\$92,500	\$77,750	\$151,500	6
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-1.99	\$59,747	\$65,000	\$40,100	\$77,500	15
2.00-5.99	\$73,422	\$72,000	\$61,125	\$85,425	32
6.00-10.99	\$77,403	\$81,000	\$70,000	\$87,000	9
11.00-20.99	\$95,835	\$91,673	\$84,000	\$108,500	10
More than 20	\$95,608	\$85,500	\$77,000	\$98,750	24
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$54,000	\$49,000	\$41,000	\$64,500	3
\$250,000-\$499,999	\$62,000	\$54,000	\$29,000	\$87,000	4

\$500,000-\$999,999	\$66,194	\$69,500	\$56,000	\$79,694	4
\$1,000,000-\$2,999,999	\$76,306	\$80,500	\$58,875	\$88,000	18
\$3,000,000-\$4,999,999	\$66,000	\$66,500	\$60,500	\$74,000	6
\$5,000,000-\$9,999,999	\$71,963	\$78,500	\$59,750	\$83,125	8
\$10,000,000-\$49,999,999	\$80,853	\$76,500	\$66,750	\$86,175	20
\$50,000,000-\$74,999,999	\$121,375	\$107,000	\$97,063	\$138,500	3
\$100 million or more	\$104,208	\$92,500	\$85,000	\$121,020	10
<b>In what region is the office where you work located?</b>					
Atlantic (NB, NL, NS, PE)	\$52,875	\$55,750	\$44,000	\$64,625	4
Central (ON, QU)	\$83,863	\$81,000	\$66,750	\$94,250	60
Prairie (AB, MB, SK)	\$74,748	\$76,500	\$60,513	\$85,500	16
Western (BC)	\$72,778	\$78,000	\$61,000	\$82,000	9
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$79,113	\$93,775	\$69,388	\$96,170	3
Population of 50,000-999,999	\$69,374	\$65,000	\$55,000	\$82,500	29
Population of 1,000,000-2,999,999	\$80,876	\$80,000	\$75,000	\$87,094	26
Population of 3 million or more	\$88,853	\$85,000	\$70,000	\$95,250	32
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$54,564	\$55,000	\$48,100	\$61,500	11
4-6 years	\$70,938	\$72,000	\$58,000	\$86,700	13
7-9 years	\$73,500	\$75,000	\$63,750	\$78,000	11
10-14 years	\$80,692	\$80,000	\$72,500	\$85,000	19
15-19 years	\$86,019	\$91,000	\$82,000	\$95,000	13
20-24 years	\$97,821	\$90,000	\$78,750	\$100,674	8
25-29 years	\$93,000	\$82,000	\$68,000	\$89,000	5
30 or more years	\$104,041	\$104,041	\$97,020	\$111,061	2
<b>For how many years have you been with your current employer?</b>					

One year or less	\$71,500	\$74,000	\$59,750	\$80,000	19
2.0 years	\$71,528	\$66,500	\$55,250	\$82,375	18
3.0 years	\$80,043	\$77,500	\$70,000	\$93,087	8
4.0 years	\$80,641	\$82,500	\$76,500	\$87,594	8
5-6 years	\$80,143	\$85,000	\$68,150	\$90,850	7
7-9 years	\$73,794	\$71,000	\$65,088	\$81,250	8
10-14 years	\$94,222	\$89,000	\$80,000	\$95,000	9
15 or more years	\$104,060	\$98,565	\$84,388	\$118,041	7
<b>What is your current age?</b>					
25-34 years old	\$66,847	\$62,175	\$58,000	\$75,750	18
35-44 years old	\$84,852	\$82,500	\$75,000	\$91,000	29
45-54 years old	\$75,933	\$80,000	\$52,500	\$90,000	15
55-64 years old	\$86,815	\$80,500	\$67,750	\$94,651	20
<b>How would you describe your gender identity?</b>					
Female	\$78,999	\$78,900	\$63,588	\$90,000	68
Male	\$81,116	\$74,000	\$62,750	\$87,094	14
<b>What is your education level?</b>					
High school	\$81,500	\$81,500	\$74,750	\$88,250	2
Associate's degree	\$75,694	\$77,000	\$69,250	\$83,444	4
Bachelor's degree	\$79,582	\$79,900	\$64,500	\$89,000	54
Master's degree	\$87,679	\$85,000	\$67,000	\$93,346	17
Other (please specify)	\$54,400	\$58,000	\$45,000	\$58,000	5
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$99,647	\$90,000	\$80,500	\$114,500	23
None	\$70,099	\$71,000	\$58,000	\$82,000	49
Other (please specify)	\$89,391	\$89,283	\$79,500	\$99,174	4

**Table 73: Salary Data by Position – Fundraising Officer, Canada**

Fundraising Officer, CA	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)	\$58,709	\$56,000	\$44,813	\$66,500	10
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$60,500	\$60,500	\$56,750	\$64,250	2
Higher Education (college, university, community college and/or affiliated foundation)	\$74,467	\$73,720	\$64,101	\$85,169	38
Primary or Secondary Education (private, public and/or affiliated foundation)	\$50,000	\$50,000	\$50,000	\$50,000	1
National or Regional Health Agency (specific disease or health-related problem)	\$61,857	\$67,000	\$48,500	\$74,000	7
Health Services (hospital, clinic, nursing home, specialized services)	\$63,720	\$61,500	\$54,250	\$73,125	28
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$55,434	\$58,000	\$46,813	\$66,250	28
Environmental (wildlife, habitat, conservation, environmental education, etc.)	\$72,500	\$75,000	\$64,750	\$79,250	8
Public Broadcasting, Nonprofit Publishing	\$55,500	\$55,500	\$52,750	\$58,250	2
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$61,000	\$68,000	\$56,500	\$69,000	3
Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)	\$77,750	\$78,000	\$69,125	\$86,625	4
Community Development/Economic Development (includes affordable housing)	\$60,815	\$64,000	\$51,417	\$69,250	8
Emergency Relief/Humanitarian Aid	\$74,250	\$74,250	\$71,375	\$77,125	2



International Development/Overseas Aid and Support (excluding emergency relief)	\$63,773	\$64,500	\$56,976	\$65,750	6
<b>What is the geographic scope of your organization?</b>					
International	\$69,933	\$67,000	\$64,000	\$76,000	13
Local	\$65,330	\$65,000	\$53,000	\$75,000	41
National	\$63,608	\$65,254	\$51,000	\$75,000	29
Provincial/Regional	\$68,062	\$68,000	\$59,000	\$80,500	39
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$43,619	\$40,000	\$35,428	\$50,000	3
\$100,000-\$249,999	\$51,972	\$47,250	\$46,958	\$54,625	3
\$250,000-\$499,999	\$58,000	\$59,250	\$49,875	\$67,375	4
\$500,000-\$999,999	\$59,108	\$61,500	\$42,871	\$71,032	12
\$1,000,000-\$2,999,999	\$58,683	\$55,000	\$50,000	\$66,000	15
\$3,000,000-\$4,999,999	\$61,318	\$61,000	\$48,750	\$71,500	11
\$5,000,000-\$9,999,999	\$72,865	\$72,500	\$64,250	\$84,500	19
\$10,000,000-\$49,999,999	\$70,735	\$72,000	\$63,179	\$83,000	30
\$50,000,000-\$74,999,999	\$72,193	\$71,000	\$64,627	\$79,500	15
\$75,000,000-\$99,999,999	\$60,333	\$58,000	\$57,000	\$62,500	3
\$100 million or more	\$88,100	\$97,000	\$80,000	\$100,000	5
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-1.99	\$52,115	\$48,625	\$43,000	\$65,250	14
2.00-5.99	\$64,598	\$63,500	\$50,375	\$75,000	38
6.00-10.99	\$71,664	\$72,500	\$60,000	\$89,000	17
11.00-20.99	\$68,025	\$66,500	\$61,000	\$83,500	20
More than 20	\$71,017	\$69,500	\$63,538	\$78,500	28
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$47,250	\$47,250	\$47,250	\$47,250	1
\$250,000-\$499,999	\$64,464	\$69,000	\$51,214	\$82,250	4

\$500,000-\$999,999	\$52,951	\$49,083	\$43,750	\$60,610	8
\$1,000,000-\$2,999,999	\$63,643	\$64,250	\$50,000	\$71,500	14
\$3,000,000-\$4,999,999	\$62,250	\$62,500	\$58,250	\$65,250	8
\$5,000,000-\$9,999,999	\$65,358	\$67,500	\$56,500	\$73,750	16
\$10,000,000-\$49,999,999	\$66,667	\$67,000	\$55,000	\$77,500	15
\$50,000,000-\$74,999,999	\$66,500	\$64,000	\$60,750	\$69,750	4
\$75,000,000 - \$99,999,999	\$84,500	\$84,500	\$82,750	\$86,250	2
\$100 million or more	\$83,413	\$84,000	\$74,975	\$90,750	12
<b>In what region is the office where you work located?</b>					
Atlantic (NB, NL, NS, PE)	\$58,555	\$54,000	\$46,812	\$66,875	14
Central (ON, QU)	\$67,019	\$66,500	\$55,000	\$76,500	52
Prairie (AB, MB, SK)	\$68,135	\$71,000	\$60,000	\$81,000	32
Western (BC)	\$64,529	\$64,319	\$57,250	\$75,000	22
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$54,000	\$58,000	\$52,000	\$60,000	4
Population of 50,000-999,999	\$65,525	\$65,638	\$50,750	\$75,000	59
Population of 1,000,000-2,999,999	\$68,815	\$67,000	\$59,000	\$80,000	36
Population of 3 million or more	\$66,408	\$67,000	\$55,000	\$78,000	23
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$61,169	\$60,000	\$50,000	\$67,250	36
4-6 years	\$57,344	\$56,000	\$47,000	\$64,750	24
7-9 years	\$69,593	\$73,000	\$62,000	\$83,000	25
10-14 years	\$74,856	\$72,500	\$70,000	\$80,000	17
15-19 years	\$70,062	\$67,000	\$60,000	\$85,558	9
20-24 years	\$78,590	\$78,000	\$71,000	\$94,000	5
25-29 years	\$79,000	\$79,000	\$79,000	\$79,000	1
30 or more years	\$78,375	\$78,500	\$74,125	\$82,750	4
<b>For how many years have you been with your current employer?</b>					

One year or less	\$63,058	\$62,000	\$52,250	\$73,125	36
2.0 years	\$67,102	\$70,000	\$54,818	\$78,500	23
3.0 years	\$68,141	\$66,500	\$56,250	\$79,500	22
4.0 years	\$59,473	\$61,000	\$47,250	\$68,000	9
5-6 years	\$58,702	\$60,000	\$46,500	\$65,500	11
7-9 years	\$73,189	\$75,000	\$71,000	\$85,000	9
10-14 years	\$80,619	\$83,500	\$70,750	\$90,750	8
15 or more years	\$72,779	\$72,779	\$66,390	\$79,169	2
<b>What is your current age?</b>					
Under Age 25	\$63,000	\$63,000	\$63,000	\$63,000	1
25-34 years old	\$58,969	\$57,000	\$50,000	\$66,750	50
35-44 years old	\$70,721	\$72,000	\$62,859	\$82,000	35
45-54 years old	\$69,904	\$71,000	\$62,627	\$87,500	15
55-64 years old	\$74,767	\$76,000	\$67,500	\$81,000	15
65 or more years old	\$88,000	\$88,000	\$88,000	\$88,000	1
<b>How would you describe your gender identity?</b>					
Female	\$65,548	\$65,000	\$53,818	\$78,000	103
Male	\$69,874	\$69,500	\$57,000	\$78,750	14
Prefer not to say	\$71,000	\$71,000	\$69,000	\$73,000	2
<b>What is your education level?</b>					
High school	\$68,250	\$68,250	\$68,125	\$68,375	2
Associate's degree	\$59,687	\$59,500	\$49,000	\$68,729	8
Bachelor's degree	\$66,431	\$65,627	\$53,000	\$79,250	80
Master's degree	\$66,797	\$67,000	\$55,000	\$76,250	16
Doctorate	\$85,000	\$85,000	\$85,000	\$85,000	1
Other (please specify)	\$65,792	\$65,500	\$59,500	\$72,250	12
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$78,342	\$76,950	\$71,375	\$88,750	14

None	\$64,754	\$65,000	\$53,000	\$75,000	85
Other (please specify)	\$65,400	\$62,000	\$60,000	\$69,000	5

**Table 74: Salary Data by Position – Other Fundraising Staff, Canada**

Other Fundraising Staff, CA	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Higher Education (college, university, community college and/or affiliated foundation)	\$59,786	\$55,000	\$50,700	\$67,750	7
Primary or Secondary Education (private, public and/or affiliated foundation)	\$46,750	\$46,750	\$41,125	\$52,375	2
Pre-K Education (early childhood, child care, referral, assisting parents)	\$58,000	\$58,000	\$58,000	\$58,000	1
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$45,900	\$45,900	\$45,900	\$45,900	1
National or Regional Health Agency (specific disease or health-related problem)	\$37,167	\$35,500	\$32,250	\$41,250	3
Health Services (hospital, clinic, nursing home, specialized services)	\$54,320	\$47,012	\$41,893	\$71,100	15
Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$51,904	\$52,000	\$45,696	\$60,002	8
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$37,000	\$37,000	\$37,000	\$37,000	1
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$45,900	\$45,900	\$45,900	\$45,900	1
Association or Membership Foundation (trade, professional, or fraternal)	\$42,950	\$42,950	\$41,475	\$44,425	2
Community Development/Economic Development (includes affordable housing)	\$35,595	\$41,785	\$30,393	\$43,893	3
Emergency Relief/Humanitarian Aid	\$37,000	\$37,000	\$37,000	\$37,000	1

International Development/Overseas Aid and Support (excluding emergency relief)	\$42,000	\$42,000	\$39,500	\$44,500	2
<b>What is the geographic scope of your organization?</b>					
International	\$54,000	\$47,000	\$42,000	\$62,500	3
Local	\$49,446	\$46,000	\$40,000	\$58,000	13
National	\$49,630	\$47,000	\$42,975	\$54,850	10
Provincial/Regional	\$56,270	\$52,000	\$46,906	\$69,820	15
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
Less than \$100,000	\$70,333	\$75,000	\$65,500	\$77,500	3
\$100,000-\$249,999	\$45,446	\$42,393	\$41,339	\$46,500	4
\$250,000-\$499,999	\$65,000	\$65,000	\$65,000	\$65,000	1
\$500,000-\$999,999	\$55,000	\$55,000	\$53,500	\$56,500	2
\$1,000,000-\$2,999,999	\$47,601	\$46,450	\$37,375	\$55,000	10
\$3,000,000-\$4,999,999	\$45,700	\$46,000	\$40,000	\$47,000	5
\$5,000,000-\$9,999,999	\$54,647	\$52,000	\$47,000	\$60,970	3
\$10,000,000-\$49,999,999	\$51,746	\$47,012	\$40,000	\$60,000	9
\$50,000,000-\$74,999,999	\$47,000	\$47,000	\$47,000	\$47,000	1
\$75,000,000-\$99,999,999	\$48,500	\$48,500	\$48,500	\$48,500	1
\$100 million or more	\$73,850	\$73,850	\$71,775	\$75,925	2
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-1.99	\$51,820	\$46,456	\$42,089	\$56,750	10
2.00-5.99	\$50,597	\$53,500	\$38,875	\$60,002	16
6.00-10.99	\$48,667	\$47,000	\$47,000	\$49,500	3
11.00-20.99	\$51,725	\$47,200	\$39,250	\$59,675	4
More than 20	\$59,671	\$60,000	\$47,750	\$71,100	7
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$37,750	\$37,750	\$36,625	\$38,875	2
\$500,000-\$999,999	\$48,337	\$47,012	\$45,006	\$51,006	3

\$1,000,000-\$2,999,999	\$41,211	\$43,000	\$32,500	\$46,000	9
\$3,000,000-\$4,999,999	\$60,000	\$60,000	\$50,000	\$70,000	2
\$5,000,000-\$9,999,999	\$55,467	\$54,400	\$53,200	\$57,200	3
\$10,000,000-\$49,999,999	\$53,261	\$50,250	\$46,950	\$57,250	8
\$50,000,000-\$74,999,999	\$37,000	\$37,000	\$37,000	\$37,000	1
\$75,000,000 - \$99,999,999	\$58,005	\$58,005	\$57,002	\$59,007	2
\$100 million or more	\$69,700	\$69,700	\$69,700	\$69,700	1
<b>In what region is the office where you work located?</b>					
Atlantic (NB, NL, NS, PE)	\$48,133	\$47,000	\$45,000	\$50,700	3
Central (ON, QU)	\$51,604	\$47,000	\$41,946	\$57,250	24
Prairie (AB, MB, SK)	\$52,712	\$55,500	\$36,625	\$62,492	12
Western (BC)	\$64,850	\$64,850	\$62,425	\$67,275	2
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$67,500	\$67,500	\$61,250	\$73,750	2
Population of 50,000-999,999	\$47,769	\$47,000	\$40,000	\$56,000	21
Population of 1,000,000-2,999,999	\$58,260	\$56,000	\$46,850	\$71,800	10
Population of 3 million or more	\$53,050	\$47,750	\$44,925	\$59,750	8
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$46,994	\$46,800	\$40,000	\$54,400	17
4-6 years	\$52,814	\$47,750	\$38,250	\$69,880	10
7-9 years	\$59,000	\$60,000	\$56,000	\$62,500	3
10-14 years	\$56,600	\$55,000	\$52,000	\$58,000	5
15-19 years	\$47,250	\$47,250	\$33,125	\$61,375	2
20-24 years	\$86,600	\$86,600	\$86,600	\$86,600	1
30 or more years	\$60,500	\$60,500	\$51,750	\$69,250	2
<b>For how many years have you been with your current employer?</b>					
One year or less	\$53,776	\$54,700	\$47,000	\$61,250	16
2.0 years	\$41,750	\$42,500	\$37,125	\$45,250	6

3.0 years	\$42,299	\$40,893	\$40,000	\$42,696	6
4.0 years	\$43,467	\$45,900	\$39,200	\$48,950	3
5-6 years	\$61,720	\$55,000	\$52,000	\$78,000	5
7-9 years	\$60,000	\$60,000	\$60,000	\$60,000	1
15 or more years	\$75,147	\$75,500	\$72,720	\$77,750	3
<b>What is your current age?</b>					
Under Age 25	\$40,700	\$40,700	\$38,100	\$43,300	2
25-34 years old	\$46,917	\$46,900	\$40,000	\$48,128	18
35-44 years old	\$64,850	\$64,850	\$62,425	\$67,275	2
45-54 years old	\$52,900	\$57,000	\$42,000	\$58,000	5
55-64 years old	\$59,731	\$55,000	\$47,500	\$76,750	11
65 or more years old	\$52,000	\$52,000	\$52,000	\$52,000	1
<b>How would you describe your gender identity?</b>					
Female	\$52,407	\$47,756	\$41,839	\$60,007	34
Gender non-conforming	\$35,500	\$35,500	\$35,500	\$35,500	1
Male	\$52,950	\$51,900	\$45,850	\$59,000	4
<b>What is your education level?</b>					
High school	\$71,800	\$71,800	\$64,400	\$79,200	2
Associate's degree	\$59,452	\$56,500	\$52,750	\$66,775	6
Bachelor's degree	\$50,217	\$47,000	\$40,000	\$60,000	21
Master's degree	\$53,333	\$52,000	\$47,500	\$58,500	3
Other advanced degree (JD, MD, DO, etc.)	\$43,000	\$43,000	\$43,000	\$43,000	1
Other (please specify)	\$45,214	\$40,893	\$36,625	\$51,696	6
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$60,529	\$55,000	\$50,250	\$72,600	7
None	\$51,360	\$47,000	\$41,785	\$60,000	29



**Table 75: Salary Data by Position – All Consultants, Canada**

Other Fundraising Staff, CA	Mean	Median	Percentile		Count
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Higher Education (college, university, community college and/or affiliated foundation)	\$125,000	\$125,000	\$125,000	\$125,000	1
Primary or Secondary Education (private, public and/or affiliated foundation)	\$109,000	\$109,000	\$109,000	\$109,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$89,167	\$87,500	\$81,250	\$96,250	3
Local	\$66,833	\$41,500	\$24,000	\$80,000	6
National	\$109,885	\$114,000	\$80,000	\$125,000	13
Provincial/Regional	\$99,667	\$77,000	\$36,750	\$139,750	6
Other (please specify)	\$20,000	\$20,000	\$20,000	\$20,000	1
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
\$1,000,000-\$2,999,999	\$109,000	\$109,000	\$109,000	\$109,000	1
\$5,000,000-\$9,999,999	\$125,000	\$125,000	\$125,000	\$125,000	1
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$7,000	\$7,000	\$7,000	\$7,000	1
.001-1.99	\$84,600	\$80,000	\$47,500	\$110,000	15
2.00-5.99	\$153,750	\$154,500	\$95,750	\$212,500	4
6.00-10.99	\$57,000	\$57,000	\$45,500	\$68,500	2
11.00-20.99	\$112,500	\$109,500	\$100,625	\$121,375	4
More than 20	\$120,000	\$120,000	\$117,500	\$122,500	2
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$500,000-\$999,999	\$109,000	\$109,000	\$109,000	\$109,000	1

\$1,000,000-\$2,999,999	\$125,000	\$125,000	\$125,000	\$125,000	1
<b>In what region is the office where you work located?</b>					
Atlantic (NB, NL, NS, PE)	\$56,000	\$56,000	\$56,000	\$56,000	1
Central (ON, QU)	\$87,889	\$88,750	\$56,250	\$114,750	18
Prairie (AB, MB, SK)	\$96,714	\$80,000	\$15,500	\$154,500	7
Western (BC)	\$133,333	\$125,000	\$100,000	\$162,500	3
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$48,750	\$48,750	\$29,375	\$68,125	2
Population of 50,000-999,999	\$81,909	\$75,000	\$39,500	\$104,500	11
Population of 1,000,000-2,999,999	\$109,286	\$105,000	\$62,500	\$157,000	7
Population of 3 million or more	\$105,722	\$115,000	\$80,000	\$140,000	9
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$42,000	\$42,000	\$38,000	\$46,000	2
4-6 years	\$7,000	\$7,000	\$7,000	\$7,000	1
10-14 years	\$82,900	\$87,500	\$75,000	\$105,000	5
15-19 years	\$99,083	\$90,000	\$76,250	\$130,000	6
20-24 years	\$91,667	\$109,000	\$45,000	\$120,000	9
25-29 years	\$200,000	\$200,000	\$175,000	\$225,000	2
30 or more years	\$97,500	\$85,000	\$65,000	\$117,500	4
<b>For how many years have you been with your current employer?</b>					
One year or less	\$89,200	\$80,000	\$21,000	\$125,000	5
2.0 years	\$77,714	\$80,000	\$47,500	\$97,500	7
3.0 years	\$97,500	\$97,500	\$86,250	\$108,750	2
4.0 years	\$75,000	\$75,000	\$75,000	\$75,000	1
5-6 years	\$56,875	\$60,250	\$26,500	\$90,625	4
7-9 years	\$101,000	\$109,000	\$94,500	\$111,500	3
10-14 years	\$129,083	\$129,250	\$70,750	\$185,875	6
15 or more years	\$150,000	\$150,000	\$150,000	\$150,000	1

What is your current age?					
25-34 years old	\$65,500	\$75,000	\$54,500	\$81,250	3
35-44 years old	\$94,500	\$94,500	\$84,750	\$104,250	2
45-54 years old	\$98,542	\$92,500	\$48,750	\$125,000	12
55-64 years old	\$111,250	\$104,500	\$81,500	\$143,750	8
65 or more years old	\$64,250	\$50,000	\$16,750	\$97,500	4
How would you describe your gender identity?					
Female	\$94,783	\$90,000	\$53,000	\$117,500	23
Intersex or other related term	\$10,000	\$10,000	\$10,000	\$10,000	1
Male	\$105,000	\$80,000	\$75,000	\$150,000	5
What is your education level?					
High school	\$98,000	\$98,000	\$77,000	\$119,000	2
Associate's degree	\$101,333	\$105,000	\$97,500	\$107,000	3
Bachelor's degree	\$101,333	\$101,250	\$68,500	\$129,625	12
Master's degree	\$102,125	\$87,500	\$48,750	\$135,500	8
Doctorate	\$20,000	\$20,000	\$20,000	\$20,000	1
Other advanced degree (JD, MD, DO, etc.)	\$80,000	\$80,000	\$80,000	\$80,000	1
Other (please specify)	\$41,000	\$41,000	\$24,000	\$58,000	2
Which of the following professional certifications do you hold?					
CFRE	\$92,067	\$90,000	\$65,500	\$117,000	15
ACFRE	\$20,000	\$20,000	\$20,000	\$20,000	1
None	\$113,889	\$115,000	\$50,000	\$143,500	9
Other (please specify)	\$71,333	\$80,000	\$57,000	\$90,000	3

## APPENDIX 10: SURVEY QUESTIONS

### Association of Fundraising Professionals Compensation & Benefit Survey 2020

\* See end of section for question as asked for Canadians.

#### How were you employed in fundraising, advancement, or development during 2019?

- 1 For an organization, agency, entity
- 2 As a consultant
- 3 Not employed (for compensation) in 2019

#### For what type of organization were you employed in 2019 as a fundraising professional? Select up to three types for ONE organization that paid you in 2019 as a fundraising professional.

- 1 Arts/Culture (dance, drama, theatre, music, museum, historic preservation, etc.)
- 2 Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)
- 3 Higher Education (college, university, community college and/or affiliated foundation)
- 4 Primary or Secondary Education (private, public and/or affiliated foundation)
- 5 Pre-K Education (early childhood, child care, referral, assisting parents)
- 6 Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)
- 7 National or Regional Health Agency (specific disease or health-related problem) \*
- 8 Health Services (hospital, clinic, nursing home, specialized services)
- 9 Human Development & Social Services (child, youth, adult, family, retirement, fitness/sport)
- 10 Environmental (wildlife, habitat, conservation, environmental education, etc.)
- 11 Public Broadcasting, Nonprofit Publishing  
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)
- 12 diocese, union, etc.)
- 13 Scientific or Social Science Research or Other Educational Body (includes think tanks)
- 14 Association or Membership Foundation (trade, professional, or fraternal)
- 15 Federated or Collective Fundraising (Community Foundation, United Way, UNCF, UJA, etc.)
- 16 Government or Quasi-Governmental Agency
- 17 Community Development/Economic Development (includes affordable housing)
- 18 Emergency Relief/Humanitarian Aid
- 19 International Development/Overseas Aid and Support (excluding emergency relief)
- 20 Other (please specify)

#### Approximately how much money did your organization raise in philanthropic contributions (gifts) from all sources during the last completed fiscal year? (Consultants, skip this page.)

- 1 Less than \$100,000
- 2 \$100,000-\$249,999
- 3 \$250,000-\$499,999
- 4 \$500,000-\$999,999
- 5 \$1,000,000-\$2,999,999
- 6 \$3,000,000-\$4,999,999
- 7 \$5,000,000-\$9,999,999
- 8 \$10,000,000-\$49,999,999
- 9 \$50,000,000-\$74,999,999
- 10 \$75,000,000-\$99,999,999
- 11 \$100 million or more

\* See end of section for question as asked for Canadians.

**What was your organization's annual operating budget during the last completed fiscal year?**

- 1 Less than \$250,000
- 2 \$250,000-\$499,999
- 3 \$500,000-\$999,999
- 4 \$1,000,000-\$2,999,999
- 5 \$3,000,000-\$4,999,999
- 6 \$5,000,000-\$9,999,999
- 7 \$10,000,000-\$49,999,999
- 8 \$50,000,000-\$74,999,999
- 9 \$75,000,000 - \$99,999,999
- 10 \$100 million or more
- 11 Don't Know

**How many FTE fundraising professionals work in your organization? (Consultants, answer for the FTE for fundraising consultants then scroll down to "Next" to skip to the next page.)** You can enter numbers in decimals, e.g. 1.5 for one and a half FTE. FTE means Full Time Equivalency and is based on paid work hours as a share of a 40-hour work week. So someone who is paid for 20 hours of work is 0.5 FTE. Please leave out the comma in any number greater than 999.

**How many volunteers (including board members) fundraise on behalf of your organization? (Consultants, skip to the next page.)** This is likely answered most easily in terms of individual people, so in a whole number such as 1 or 15 or 25. Please leave out the comma for any number greater than 999.

**How satisfied are you with the following at your organization?**

Board members' engagement in fundraising

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- NA

Technology you need to do your job (CRM, database, gift processing, social media monitoring, etc.)

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- NA

Budget available for fundraising staff, technology, travel, and other costs

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- NA

\* See end of section for question as asked for Canadians.

Number of staff who dedicate time to fundraising - Highly Satisfied

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- NA

Chief Executive Officer/Executive Director engagement in fundraising

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- NA

Skills and knowledge of the fundraising staff your organization hires

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- NA

**How satisfied are you with the following at your organization?**

Understanding of and respect from your organization,Âs staff about the importance of fundraising

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Expectations that are placed on fundraising at your organization

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Overall effectiveness of your organization,Âs fundraising

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

\* See end of section for question as asked for Canadians.

Your organization's work culture

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Management at your organization

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

The budgeting process for fundraising staff and resources

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

**In what state or U.S. territory is the office for which you work located? \***

**What is the geographic scope of your organization? By scope, we mean the area or territory you serve as your primary mission. For example, for a university, select the area that represents the majority of the students.**

**(Please select only ONE)**

- 1 International
- 2 National
- 3 State/Provincial/Regional
- 4 Local
- 5 Other (please specify)

**In what size metropolitan area is the office for which you work located?**

- 1 Population less than 50,000
- 2 Population of 50,000-999,999
- 3 Population of 1,000,000-2,999,999
- 4 Population of 3 million or more

**What was the Full-Time Equivalency (FTE) of your job at the end of 2019 for all responsibilities, based on a 40-hour week?**

- 1 1-24% (<10 hours/week)
- 2 25-49% (10 - <20 hours/week)
- 3 50-74% (20 - <30 hours/week)
- 4 75-99% (30 - <40 hours/week)
- 5 100% (40+ hours/week)

\* See end of section for question as asked for Canadians.

**What was your position at the end of 2019? Please select the ONE choice that best describes the level of your responsibilities, even if it is not your exact title.**

- 1 Agency CEO--with fundraising and other responsibilities
- 2 Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations (top paid position with responsibility for managing fundraising)
- 3 Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent (reporting to Chief Development Officer, with responsibility for others engaged in fundraising)
- 4 Program Director/Manager (with responsibility for managing a particular program(s), e.g., annual giving, planned giving, or fundraising for a specific location or school within a university)
- 5 Fundraising Officer (Major Gifts Officer, Planned Giving Officer, or having responsibility for managing
- 6 Other Fundraising Staff Position--(e.g., coordinator, assistant, researcher, writer, gift entry)
- 7 Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm (surveys, planning, organization, campaign direction, etc.)
- 8 Consultant - staff member at full-service firm but not principal or senior level
- 9 Consultant --specialized, independent or small-shop consultancy
- 10 Not working in fundraising at the end of 2019--retired or for other reasons
- 11 Other (please specify)

**How satisfied are you with the following for your role?**

Workload assigned

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Ability to find work-life balance - Highly Satisfied

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Adequate support services

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA



\* See end of section for question as asked for Canadians.

Opportunity for advancement

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Job security

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

**For fundraising work in your job as of the end of 2019, how many other people do you manage or supervise?**

- 1 0
- 2 1-2
- 3 3 or more
- 4 Other (please specify)

**What percentage of your organization's board identifies as female? [Consultants: Skip to the next question.]**

Divide the number of women by the total number of board members. Multiple by 100. Then enter the nearest whole number. So, if your board had 3 women of a total of 7 members  $3/7 = 0.428 \times 100 = 42.8$  and you enter 43.

**To whom do you report?**

- 1 The board.
- 2 More than one individual on staff.
- 3 A supervisor who identifies as female.
- 4 A supervisor who identifies as male.
- 5 A supervisor who does not identify within the binary gender system.
- 6 Does not apply. Self-employed consultant or principal in the firm.

**What was your annual professional income during the last fiscal year (excluding fringe benefits and perquisites or any incentive compensation)? Please leave out commas for numbers greater than 999, e.g., 54000**

**By what percentage did your professional income (excluding fringe benefits and perquisites or any incentive compensation) change from fiscal year 2018 to fiscal year 2019?**

- 1 Down 10% or more
- 2 Down 7-9%
- 3 Down 4-6%
- 4 Down 1-3%
- 5 No change
- 6 Up 1-3%
- 7 Up 4-6%
- 8 Up 7-9%
- 9 Up 10% or more
- 10 N/A

\* See end of section for question as asked for Canadians.

**Please indicate the extent to which you agree with the statement "My organization explicitly states that achieving determined performance goals will be a factor in determining a pay raise."**

**[Consultants: Skip this question.]**

- 1 Strongly agree
- 2 Agree
- 3 Neutral
- 4 Disagree
- 5 Strongly disagree

**Do you feel that you negotiated effectively for the salary you wanted when you accepted your current position?**

- 1 Yes
- 2 No

**Have any of the following had a negative impact on your earnings potential in the past two years? Check ALL that apply.**

- 1 Taking time off to stay home and raise children
  - 2 Taking time off to care for family members
  - 3 Taking time off to care for my own health
  - 4 Taking time off to further my education
  - 5 Resigning from a position to move to another city to follow my partner's/spouse's career
  - 6 Resigning from a position before being offered a new position
- Other please specify

**Does your organization have a 401(k) salary deferral plan?**

(A retirement plan in which an employee directs that some portion of annual compensation is paid into the plan on a pretax basis. The amount an employee can elect to defer is limited. In some organizations, the employer also makes contributions. The employee is responsible for investing contributions and usually has the option of annuities, stocks, bonds, and mutual funds.)

- 1 Yes
- 2 No
- 3 Don't know

**Does your organization have a 403(b) salary deferral plan?**

- 1 Yes
- 2 No
- 3 Don't Know

**What other types of retirement plans are offered by your organization? Check ALL that apply. \***

- 1 Defined benefit pension plan (plan in which the employer assumes the investment risk. It specifies a benefit at the age of retirement based on a formula using salary and/or years of experience).
- 2 Defined contribution plan - (plan in which the employee assumes the investment risk). Annual contribution based on one of these factors: (1) percentage of salary (2) a percentage of the target benefit based on age or (3) a match based on employee contribution, e.g. an employer match for an employee's contributions to an IRA
- 3 Profit-sharing plan (provides that the amount held in the account of each participant will be paid when that participant retires. The amount of any distribution from the profit-sharing plan depends on the contributions, including allocated forfeitures, made for the participant and the earnings from those contributions).
- 4 Thrift/savings plan (a tax-deferred savings program established for federal employees only. The TSP is similar to the 401(d) plans widely used in private industry).

\* See end of section for question as asked for Canadians.

- 5 Money purchase pension plan - (plan in which contributions by the employer are fixed and are not based on business profits).
- 6 SEP (Simplified Employee Pension) - a plan that allows you to make contributions toward your own [if you are self-employed] and your employees' retirement without getting involved in a more complex qualified plan. Contributions are made to a traditional individual retirement arrangement [called a SEP-IRA] set up by or for each eligible employee. SEP-IRAs are owned and controlled by the employee, and the employer makes contributions to the financial institution where the SEP-IRA is maintained.)
- 7 SIMPLE (Savings Incentive Match Plan for Employees) IRA - (plan in which employees can choose to make salary reduction contributions to the plan rather than receiving these amounts as part of their regular pay. In addition, the employer contributes matching or nonelective contributions.)
- 8 Non-IRS-Qualified Plan - (an employer's plan that does not meet Internal Revenue Code requirements for qualified employee plans. It does not qualify for most of the tax benefits of a qualified plan).
- 9 IRA (Individual Retirement Account) - (a personal savings plan that offers you tax advantages to set aside money for your retirement. Generally, amounts in your IRAs, including earnings and gains, are not taxed until distributed).
- 10 None. My organization does not offer other retirement plans.
- 11 Other
- 12 Don't know
- 13 My organization doesn't offer any retirement plan at all.

**Please check ALL healthcare plans/benefits provided by your organization, even if you do not elect to participate. \***

- 1 Employer contribution toward medical insurance or funding for medical expenses (HMO, PPO, basic coverage, direct reimbursement for medical expenses, etc).
- 2 Medical Savings Account (MSA)/Health Savings Account (HSA)
- 3 Employee Assistance Program
- 4 Dental insurance
- 5 Elder care
- 6 Mental health coverage
- 7 Prescription drug coverage
- 8 Supplementary long-term care
- 9 Vision insurance
- 10 naturopath
- 11 My organization offers NONE of these.
- 12 Stipend
- Other (please specify)

\* See end of section for question as asked for Canadians.

**Does your organization provide flexible benefit accounts for dependent care or healthcare?**

These are authorized by Sections 125 and 129 of the tax code and allow you to set aside money in a specific account for use during the calendar year. The amount you elect to contribute to the account is deducted from your pay before federal, state, and FICA withholding is calculated. \*

- 1 Yes
- 2 No
- 3 Don't know
- 4 Doesn't apply (e.g., self-employed consultant)

**Please mark ALL of the following benefits your employer offers employees (even if you do not take the benefit). Employees might pay some of the costs.**

- 1 Group life insurance
- 2 Accident insurance
- 3 Short-term disability insurance
- 4 Long-term disability insurance
- 5 Tuition reimbursement
- 6 Local transportation subsidy
- 7 Paid or partially paid parental leave (other than FMLA time off)
- 7 Child care
- 9 Other (please specify)

**Please mark benefits you have been offered in your current position (even if you do not take them).**

- 1 Car or car allowance
- 2 Local transportation subsidy
- 3 Parking
- 4 Cellular phone or cell phone plan allowance
- 5 Home computer
- 6 Professional dues
- 7 Professional liability insurance
- 8 Relocation expenses
- 9 Service on external volunteer boards/committees
- 10 Other (please specify)

**Please select the ONE response that best describes your field of endeavor immediately prior to entering fundraising.**

- 1 Business (other than sales)
- 2 Sales
- 3 School/student
- 4 Government
- 5 Healthcare
- 6 Homemaking
- 7 Public relations/marketing
- 8 Financial planning/banking
- 9 Clerical work in nonprofit organization
- 10 Military
- 11 Education
- 12 Social work
- 13 Law
- 14 Volunteer work
- 15 Religion
- 16 None
- 17 Other NP work, not fundraising  
Other (please specify)

\* See end of section for question as asked for Canadians.

For how many years have you been employed as a fundraising professional? Enter digits in whole years and round to the nearest year (e.g., enter 7 if you have worked 7 years and less than 6 months in fundraising and 8 if you have worked 7 years and 6 or more months).

For how many years have you been with your current employer? Enter digits in whole years and round to the nearest year (e.g., enter 3 if you have worked there 3 years and less than 6 months and +4 if you have worked there 3 years and 6 or more months).

What is the longest period of time you have been employed in the same fundraising position with the same organization? Enter digits in whole years and round to the nearest year (e.g., enter 5 if you worked at that job for 5 years and less than 6 months and 6 if you have worked there 5 years and 6 or more months).

For how many employers have you worked as a fundraising professional? (Consultants should count each fundraising consulting firm as one employer.)

What was your age in whole years (e.g., 25, 34) at the time you entered fundraising?

What is your age now?

35 or under

goes to YP questions

Over 35

goes to ALL Participant questions

#### YOUNG PROFESSIONALS QUESTIONS only if age 35 or under

Which of the following, if any, does your organization offer?

- 1 Training about working with people of different generations
  - 2 Formal mentoring for people new to fundraising
  - 3 Affinity groups by any type of identity or interest (age, ethnicity, "green workplace," bike to work, etc.)
  - 4 A specific talent development or leadership development program, strategy, or initiative
- Other (please specify) efforts to assist young professionals

Do you ask for/receive "stretch assignments" that challenge you AND for which you receive support for success?

- 1 Yes, offered and supported to succeed
  - 2 Offered stretch assignments but not supported to succeed
  - 3 Neither assignments or support
- Other (please specify)

What part of your job/profession do you feel least prepared for?

Open-ended text coded by analysts

\* See end of section for question as asked for Canadians.

**Do you have a formal mentor or have you had one in your current workplace?**

- 1 Yes
- 2 No
- 3 Not sure

**Has that mentor helped you think about how to advance in your career?**

- 1 Yes, definitely
- 2 Somewhat
- 3 Not much
- 4 Not at all
- 5 Don't know
- 6 Does not apply
- 7 Other (please specify)

**Do you have or have you had a formal mentor through AFP?**

- 1 Yes
- 2 No

**Has that mentor helped you think about how to advance in your career?**

- 1 Yes, definitely
- 2 Somewhat
- 3 Not much
- 4 Not at all
- 5 Don't know
- 6 Does not apply
- 7 Other (please specify)

**For either workplace or AFP mentor, what have been the benefits for you? Check all that apply.**

- 1 Helped support my self-confidence
- 2 Problem-solving
- 3 Networking, connecting with people in the office
- 4 Networking, connecting with colleagues in other venues
- 5 Active coaching in how to do some aspect(s) of the job
- 6 Challenged me to learn more
- 7 Other (please specify)

**Is there someone you consider a professional role model, other than a mentor considered earlier?**

- 1 Yes
- 2 No
- 3 Not sure

**If yes, think of ONE individual. Is that person (pick one)**

- 1 A member of your family with whom you do not also work
- 2 At your workplace now
- 3 Someone you worked with previously
- 4 In your career/field but someone you have never worked with
- 5 In a different field but someone you have never worked with
- 6 Other (please specify)

\* See end of section for question as asked for Canadians.

**How do you interact with/learn from that role model? Check all that apply.**

- 1 In person through conversation
- 2 During public events (presentations, speeches, social events)
- 3 Through webinars, training sessions, other specific learning context
- 4 Through print media (books, articles, and the like)
- 5 Through social media
- 6 Other (please specify)

**Thinking about your own career development, which THREE possibilities below most interest you?**

- 1 Learning more about evaluating fundraising programs
- 2 Managing volunteers or more volunteers
- 3 Mentoring someone else
- 4 Finding a mentor for myself
- 5 Moving from small shop to larger entity
- 6 Improving my leadership skills needed for fundraising
- 7 Gaining skills for managing a team
- 8 Getting my next job in fundraising
- 9 Nonprofits and lobbying
- 10 None of the above
- 11 Other (please specify)

**What do you think your next career step will be?**

- 1 fundraising/advancement
- 2 Move to another organization to gain experience/challenge/knowledge for fundraising/advancement
- 3 Move out of fundraising profession
- 4 No plans yet for the "next career step"
- 5 Don't know

**ALL PARTICIPANTS**

**How long have you been a member of AFP?**

- 1 < 1 year
- 2 1 to 4 years
- 3 5 to 6 years
- 4 7 to 9 years
- 5 10+ years

**Who pays your AFP dues?**

- 1 Employer 100%
- 2 Myself 100%
- 3 A split between my employer and myself

**Have you ever been a mentor on behalf of AFP?**

- 1 Yes
- 2 No

**Chapter Activities**

- 1 Attend chapter meetings regularly (6 or more times a year)
- 2 Attend chapter meetings sometimes (1 to 5 times a year)
- 3 Almost never attend chapter meetings (<1 a year)
- 4 Do not attend chapter meetings

\* See end of section for question as asked for Canadians.

**Local, Regional, or State-level AFP**

- 1 Attend conference at local/chapter/state level annually
- 2 Attend conference at local/chapter/state level sometimes
- 3 Almost never attend local/chapter/state level conference
- 4 Have never been to a local/chapter/state level conference

**National AFP**

- 1 Attend AFP ICON (international conference)–† annually
- 2 Attended one or two AFP ICON events in the past three years
- 3 Did not attend AFP Icon in the past three years

**In the past 12 months, select any of the following that you have done:**

- 1 Looked for a promotion within your current organization
- 2 Looked for a job with another employer
- 3 Made plans to become self-employed
- 4 Made efforts to leave consulting and seek employment at an organization
- 5 Planned for my retirement within two years
- 6 None of the above

**Please indicate why you thought about changing you employment in the past year. Check all that apply.**

- 1 To earn a higher salary
  - 2 To have greater opportunities for career advancement elsewhere
  - 3 To seek a better mentor/learning experience
  - 4 To advance in my career, to seek a position with more responsibility or authority
  - 5 To engage in more interesting or challenging work
  - 6 Because I lack a sense of recognition for what I do
  - 7 Because work expectations are unrealistic
  - 8 Because my work environment is not supportive of me as an individual
  - 9 Because I am frustrated by the work environment
  - 10 To get more time to spend on personal/family activities
  - 11 Because of personality conflicts with my coworker(s) or manager
  - 12 Because my values and the organization's values are not the same
  - 13 To move closer to family members
  - 14 Because of gender bias in terms of salary
  - 15 Because I plan to retire
  - 16 To obtain health, retirement, or leave benefits more suited to my (or my family's) needs.
- Other (please specify)

**Please select the option that suits you.**

- 1 Male
- 2 Female
- 3 Transgender Man
- 4 Transgender Woman
- 5 Gender non-conforming
- 6 Intersex or other related term
- 7 Prefer not to say
- 9 Prefer to self-describe (please specify)



\* See end of section for question as asked for Canadians.

**Please check ALL responses that describe your primary ethnic background(s) or race(s). \***

- 1 African American/Black
  - 2 Alaskan Native
  - 3 Asian
  - 4 European American/White
  - 5 Chinese
  - 6 Hawaiian
  - 7 Hispanic/Latin American
  - 8 Indian, Sri Lankan, Pakistani, or Bangladeshi
  - 9 Filipino/Filipina
  - 10 Japanese
  - 11 Jewish
  - 12 Korean
  - 13 Middle Eastern, North African, or Arab
  - 14 Native American/Aboriginal
  - 15 Pacific Islander
  - 16 Samoan
  - 17 Southeast Asian such as Vietnamese, Cambodian, etc.
  - 18 West Asian such as Irani, Afghani, Iraqi, etc.
- Other (please specify)

**What is your age now?**

**Which of these is your highest completed education level?**

- 1 High school
- 2 Associate's degree
- 3 Bachelor's degree
- 4 Master's degree
- 5 Doctorate
- 6 Other advanced degree (JD, MD, DO, etc.)
- 7 Other (please specify)

**Which of the following professional certifications do you hold? Choose ALL that apply.**

- 1 CFRE
  - 2 ACFRE
  - 3 FAHP
  - 4 IADF
  - 5 CFRM
  - 6 None
- Other (please specify)

**If you are willing to participate in mini-surveys throughout the year related to your career please provide your contact information below. NOTE: this survey is being analyzed by a professional survey analyst who will preserve your confidentiality by separating your responses here from all other responses in the study.**

\* See end of section for question as asked for Canadians.

## CANADIAN QUESTIONS

In what province is the office for which you work located? \_\_\_\_\_

## RETIREMENT BENEFITS

What types of retirement plans are offered by your organization? Check ALL that apply.

- 1 Defined Pension Benefit Plan
- 2 Defined Contribution Plan
- 3 Profit-sharing plan
- 4 Group Registered Retirement Savings Plan (RRSP)
- 5 My organization does not offer retirement benefits.
- 6 Don't know

What other types of retirement plans are offered by your organization? Check ALL that apply.

- 1 Non-IRS qualified plan
- 2 SIMPLE
- 3 Money Purchase pension plan
- 4 IRA
- 5 SEP
- 6 Thrift savings plan

## HEALTH BENEFITS

Please check ALL healthcare plans/benefits provided by your organization, even if you do not elect to participate.

- 1 Basic hospitalization/major medical
- 2 Major medical
- 3 Employee Assistance Program
- 4 Dental insurance
- 5 Elder care
- 6 Mental health coverage
- 7 Prescription drug coverage
- 8 Supplementary long-term care
- 9 Vision insurance
- 10 Alternative care coverage such as for an acupuncturist, chiropractor, massage therapist or naturopat
- 11 My organization offers NONE of these.
- 12 Other (please specify)

Does your organization provide flexible benefit accounts for dependent care or healthcare?

- 1 Yes
- 2 No
- 3 Don't know
- 4 Doesn't apply (e.g., self-employed consultant)

## ETHNICITY

Please check ALL responses that describe your primary ethnic background(s) or race(s).

- |   |   |
|---|---|
| 1 Black   | 9 Japanese  |
| 2 Indigenous people (e.g. North American Indian, Metis, or Inuit) | 10 Korean   |
| 3 Caribbean (West Indian)   | 11 Latin American   |
| 4 Chinese   | 12 Middle Eastern, North African, or Arab                     |
| 5 European  | 13 South Asian (India, Sri Lankan, Pakistani, or Bangladeshi) |
| 6 Filipino/Filipina   | 14 Southeast Asian such as Vietnamese, Cambodian, etc.        |
| 7 Indian Band/First Nation  | 15 West Asian such as Irani, Afghani, Iraqi, etc.             |
| 8 Jewish  | 16 Other (please specify)                                     |