

# PNP PROFESSIONALS *for* NONPROFITS NY SALARY SURVEY REPORT 2011

Annual Salary Survey of New York City Area Nonprofits

ISSUE THIRTEEN

## PROFILE OF YEAR 2011

PNP's 2011 Salary Survey Report of New York City Area Nonprofits reveals a difficult year for the sector but one in which organizations continued to *hold steady* -- with neither substantial growth nor major cuts or retrenchment by most organizations.

### Hiring and Lay Offs by Organizations:

- 81%** did not hire or lay off any staff during 2011
- 17%** added staff - primarily institutions with budgets over \$20M; hiring was in fundraising and program areas
- 2%** decreased staff during 2011 -- primarily nonprofits with budgets under \$5M

### Salary Changes by Organizations:

- 59%** increased salaries -- by 1-3%
- 40%** kept salaries the same as in 2010
- 1%** decreased salaries from prior year



### idealist Trends from Idealist.org

Working with close to 70K nonprofits, and posting thousands of jobs every month, Idealist.org is seeing trends that are aligned with PNP's survey findings.

From a survey on *Employment Trends in the Nonprofit Sector* conducted by Idealist in the summer of 2011, they reported that the mood of the sector was "cautiously optimistic".

Reflecting this optimism, job postings on Idealist.org increased dramatically starting in 2011 and continue to rise as job openings increase across the sector.

The forecast for 2012 is that focus will be on filling positions in *fundraising, management and administration, education, and project management*.

Their report also noted that nonprofit managers believe that recruiting the right people remains one of the biggest challenges for an organization.

## PROFILE OF YEAR 2012

Survey respondents projected that 2012 will be a year of growth. Most indicated that substantial changes in circumstances have prompted them to recognize that their organizations have to function differently and more effectively. Most plan to make internal changes to prepare for a better 2012.

### Issues of Greatest Impact for Organizations in 2012:

- 71%** do not expect increased support from their Boards
- 61%** see continued increased competition for limited resources
- 58%** see marketplace demand for new ways to deliver programs
- 54%** see challenges in leadership and succession issues looming ahead
- 44%** see need to increase staff training and professional development
- 39%** see need to expand the way they use social media
- 37%** see need to build and strengthen their Boards
- 36%** see need to tap into new opportunities for growth
- 28%** see increased competition for key talent

### Changes Planned by Organizations in 2012:

- 76%** plan to diversify fundraising strategies
- 73%** plan to increase use of social media
- 71%** plan to expand programs and services
- 63%** plan to increase staff salaries
- 62%** plan to hire additional staff
- 50%** plan to develop more competitive marketing strategies
- 8%** plan no strategic changes in their organization

### Hiring Projections for Organizations in 2012:

- 69%** plan to hire program staff
- 67%** project staff increases in all areas
- 58%** will hire fundraising professionals
- 56%** plan to hire marketing staff
- 45%** will hire IT staff
- 33%** will hire management staff
- 23%** project keeping staff at the same level as 2011
- 9%** uncertain on hiring plans
- 1%** project decreases in staffing

### Projected Salary Changes for 2012:

- 63%** project increases in staff salaries overall
- 29%** will keep salaries the same as in 2011
- 8%** are uncertain about salary increases
- 0%** plan salary decreases

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## 2011 NY NONPROFIT SALARY RANGES

Operating Budget:    Under \$2M    \$2.1-5M    \$5.1-10M    \$10.1-20M    \$20.1-50M    \$50M +

### MANAGEMENT & ADMINISTRATION

<b>CEO/President</b>	NA	140-180K	180-220K	200-240K	230-280K	250-300K
<b>Executive Director</b>	80-110K	100-140K	130-170K	160-200K	180-230K	220-280K
<b>Chief Operating Officer</b>	NA	90-120K	120-140K	140-160K	160-180K	180-240K
<b>VP/Dir of Human Resources</b>	NA	80-90K	90-100K	100-120K	100-120K	120-140K
<b>Office Manager</b>	NA	40-60K	40-60K	50-70K	50-70K	60-80K
<b>Executive Assistant</b>	NA	40-60K	50-60K	50-70K	50-70K	70-80K
<b>Administrative Assistant</b>	30-40K	35-45K	40-50K	40-50K	40-50K	50-60K

### FINANCE

<b>CFO/VP of Finance</b>	NA	80-120K	120-140K	140-180K	160-180K	180-250K
<b>Dir of Finance</b>	NA	70-90K	90-100K	100-120K	120-140K	140-200K
<b>Controller</b>	70-80K	70-80K	80-90K	90-100K	100-120K	120-140K
<b>Staff Accountant</b>	50-60K	50-60K	60-70K	70-80K	70-80K	70-80K
<b>Bookkeeper</b>	40-50K	40-50K	50-60K	50-60K	60-70K	60-70K

### FUNDRAISING

<b>VP/Chief Development Officer</b>	NA	100-120K	120-140K	140-160K	150-170K	170-200K
<b>Dir of Development</b>	70-80K	80-100K	100-130K	120-140K	140-160K	160-180K
<b>Dir of Major Gifts</b>	NA	80-90K	80-100K	100-120K	120-140K	140-160K
<b>Dir of Fdn/Corp Giving</b>	NA	70-80K	80-90K	90-100K	100-110K	110-120K
<b>Development Officer</b>	NA	60-70K	70-80K	80-90K	90-100K	100-110K
<b>Dir of Special Events</b>	NA	70-80K	80-90K	80-100K	100-110K	110-120K
<b>Grants Writer</b>	NA	50-60K	50-60K	60-70K	70-80K	80-90K
<b>Development Associate</b>	40-50K	40-50K	50-60K	60-70K	60-70K	60-70K
<b>Development Assistant</b>	35-40K	40-50K	40-50K	40-50K	50-60K	50-60K

### MARKETING & COMMUNICATIONS

<b>VP of Marketing/Communications</b>	NA	70-90K	80-110K	110-130K	120-150K	140-160K
<b>Dir of Marketing/Communications</b>	NA	60-70K	70-80K	80-90K	90-100K	100-120K
<b>Marketing/Communications Associate</b>	NA	40-50K	50-60K	60-70K	60-70K	70-80K
<b>Social Media Professional</b>	NA	NA	40-50K	50-60K	50-60K	50-60K

### PROGRAMS & EDUCATION

<b>VP of Programs/Education</b>	NA	70-90K	80-100K	100-120K	120-140K	140-160K
<b>Dir of Programs/Education</b>	50-60K	60-70K	70-80K	80-90K	90-100K	100-120K
<b>Program/Education Associate</b>	35-50K	50-60K	50-60K	60-70K	60-70K	70-80K

### IT & DATABASE MANAGEMENT

<b>VP/Dir of IT</b>	NA	NA	70-90K	90-110K	100-130K	120-140K
<b>Network Administrator</b>	NA	NA	60-70K	70-80K	70-80K	80-100K
<b>Database Manager</b>	NA	NA	50-60K	60-70K	60-70K	70-80K



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## POSITION QUALIFICATIONS & REQUIREMENTS

### Management & Administration

**CEO/President:** 15+ yrs nonprofit executive experience with demonstrated success as a steward of organization-building with management, finance, & strategic fundraising experience. Strong communication & leadership skills. Reports to Board. Advanced degree required.

**Executive Director:** 10+ yrs nonprofit experience with track record in staff management, developing & implementing budget goals & fundraising strategies, strong program oversight & Board recruitment. Strong communication & leadership skills. Reports to Board. Advanced degree required.

**COO:** 10+ yrs experience in nonprofit management, fiscal planning & budgeting, human resources, developing and defining program delivery, solid communications skills. Advanced degree preferred.

**VP/Director Human Resources:** 5+ yrs human resources management experience, compensation & benefits, local, state, federal employment laws, developing policies & procedures, background in recruitment & staff retention. BA in HR Management.

**Office Manager:** 5+ yrs experience managing office operations, computer network, phone system, office equipment, purchasing, mail & related admin functions with expertise in MS Office Suite.

**Executive Assistant:** 5+ yrs direct experience assisting executive management staff, computer software expertise, project management, excellent written, interpersonal & organizational skills, maintain schedules, meeting planning & Board minutes.

**Administrative Assistant:** 3+ yrs experience in administrative clerical duties including phone, mail, correspondence, supplies & purchasing. Good organizational & computer skills a plus.

### Finance

**CFO/VP of Finance:** 15+ yrs financial planning & accounting, budgeting, audits, fiscal controls & reporting, oversee investments & manage cash, strategic advisor to Board. Reports to CEO & Board Finance Committee. CPA, Finance, or Business degree required.

**Director of Finance:** 10+ yrs experience in establishing & implementing fiscal policies, systems & controls, long-range planning, cost accounting, statistical data, manage cash & audits. Manage staff. Nonprofit database & fund accounting experience preferred. Finance or Business degree required.

**Controller:** 7+ yrs experience in driving annual budget process, cost accounting, manage general ledger & monthly reports, contracts, manage cash & banking relationships, capital expenditures. Nonprofit database & fund accounting experience preferred. BA in Accounting or Finance required.

**Staff Accountant:** 3+ yrs experience posting invoices, accounts payable, cash & invoice reconciliation, expense reports, monthly closings, vendor 1099's, monitor grants accounting. Nonprofit database & fund accounting experience preferred. BA Accounting or Finance required.

**Bookkeeper:** 3+ yrs recording credits & debits, cash disbursements & cash receipts, prepare check requests, post accounts payable, pays bills, prepare & make deposits, manage bank accounts, inventory logs & related files. BA in Accounting preferred. Accounting classes required.

### Fundraising

**VP/Chief Development Officer:** 10+ yrs fundraising experience & proven track record in stewardship, solicitation, Board development, strategic planning, donor recognition, branding, marketing & communications, leadership skills required.

**Director/Development:** 7+ yrs demonstrated track record in developing & executing strategies for annual fundraising campaigns, support from individuals, corporations, foundations, government; major gifts program & special events. Database expertise required.

**Director/Major Gifts:** 7+ yrs in developing multi-year giving opportunities, conduct prospect research, presentations, solicitation experience, develop proposals, organize high-worth events, evaluate current donors for increased philanthropy. Database expertise required.

**Director/Corporate Relations:** 5+ yrs solicitation & research experience, identify prospects, cultivate corporate & foundation support, prepare proposals. Database expertise required.

**Director/Special Events:** 5+ yrs overseeing all aspects of special events calendar for donor recognition & fund raising cultivation, manage vendors, budgets, volunteers, solicit corporate sponsorships, ticket/journal support, coordinate PR, correspondence & follow-up.

**Development Officer:** 5+ yrs hands-on experience as a fundraising generalist in areas of individual giving, corporate & foundation relations, special events, grants writing. Database expertise required.

**Grants Writer:** 3+ yrs preparing proposals for corporate, foundation & government sources, research prospective grant makers, prepare grant proposals including budgets, maintain grants calendar. Excellent written skills required.

**Development Associate:** 3+ yrs experience overseeing correspondence, acknowledgment letters, document & enter pledges in database, manage solicitation lists & invitations, research foundations, businesses & individuals.

**Development Assistant:** 1+ yr of maintaining schedules, donor communication & contact, prepare meeting reports, expense reports, arrange training for staff on database use.

### Marketing & Communications

**VP of Marketing/Communications:** 10+ yrs strategic planning in marketing, communications, branding, overlap experience in development, exposure to social media, manage staff & media contacts, excellent written/presentation skills required.

**Director of Marketing/Communications:** 5+ yrs experience creating content for marketing deliverables on website, brochures, videos, social media, oversee direction of layout, design & production, create assignment schedules & deadlines.

**Marketing/Communications Associate:** 3+ yrs responding to outside media inquiries, assist with advertising, track media placements, follow-up correspondence, solid writing, editing & proofreading background.

**Social Media:** Experience using social media tools including Twitter, Facebook, LinkedIn, internet research skills, excellent writing ability in producing material to reach social audience, crowd sourcing, online fundraising, website oversight.

### Programs & Education

**VP of Programs/Education:** 10+ yrs management experience in growth & effectiveness of core programs & services delivery, setting goals & standards, developing operations plan & budgets. Manage staff.

**Director of Programs/Education:** 5+ yrs experience implementing plans & proposals for new & expanded programs, liaise with funding agencies, interpret public policy issues & trends. Manage staff.

**Programs/Education Associate:** 3+ yrs creating reports on program delivery, effectiveness, distribute proposals, organize correspondence, prepare all statistical summaries, oversee scheduling & monitor expense reports & budgets.

### IT & Database Management

**VP/Director of IT:** 10+ yrs experience managing technical systems, developing long & short term strategies for organizational IT development use, evaluate & research emerging technologies, develop budget for technical needs, create training opportunities. Manage staff.

**Network Administrator:** 5+ yrs experience providing systems, desktop & helpdesk staff support, maintain database functions, oversee website & web-based applications, develop & implement standardized desktop hardware & software, oversee training & security.

**Database Manager:** 3+ yrs hands-on experience maintaining an accurate, centralized database of donors, serve as an active link between the data & campaign professionals, run reports & queries, provide analysis & trends, train all users.



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## PLANNING FOR GROWTH

### About PNP

PNP is an ideal partner whether you are searching for outstanding talent for your nonprofit organization or you are seeking a job in the nonprofit sector.

#### TEMP SERVICES

Temp – hourly, daily, long term

Temp2Hire – reduce risks by trying an employee before hiring

Interim Execs – managers for smooth transitions

Consultants – special expertise

#### DIRECT HIRE SERVICES

Contingency Searches – pay when you hire

#### One Year Guarantees

Executive Searches

Mid-Level Management

Support Staff

#### MANAGED SERVICES

Contract – customized agreements

Outsourcing – HR and recruiting

Payrolling for Grants Management



**VCG Governance Matters** is a nonprofit organization whose mission focuses on strengthening non-profit organizations by increasing the governing and management ability of their boards of directors.

With close to 40% of PNP's survey respondents noting that they need to build and strengthen their Boards -- and an astounding 71% of organizations noting that they do not expect increased support from their Boards -- the services that VCG Governance Matters offers are more relevant and more important than ever.

For more information, please contact Nicole Sebastian at [nsebastian@vcg.org](mailto:nsebastian@vcg.org).

**Ventureneer.com** provides practical insights and strategies to help nonprofit leaders and their organizations thrive. Check out their free webinars.



Thoughtful nonprofit leaders are saying, ***“The world around us has changed – and so, we have to change as well.”***

But, how and where do you begin?

What do you tackle at the outset?

How do you get beyond symptoms to solve underlying problems?

How do you make changes without upheaval?

And without investing more money than your organization can afford?

#### Organizational Health Check: Diagnostic Assessment

In response to the need for experienced assistance in planning for growth with change, PNP has partnered with **NexGen Advisors**, an outstanding firm specializing in business transformation, to offer **Nonprofit Business Solutions (NBS)**, a unique, low cost, user-friendly diagnostic tool specifically developed for nonprofits.

NBS provides an organizational health check-up that can be used by an organization to evaluate current issues and concerns and then to plan and implement sustainable change.

We start with an Assessment Survey and conclude with an individually customized Diagnostic Report produced by an NBS Advisor, who reviews and discusses the Report and provides advisory assistance.

Assessment target areas covered in the Diagnostic Report include all of the following:

- Overall Organizational Function & Mission
- Program Differentiation & Delivery
- Resources Development & Fundraising
- Staff Productivity, Performance & Engagement
- Strategic Planning, Succession & Leadership
- Governance & Board Building
- Market Visibility, Reputation & Brand
- Agility, Innovation & Managing Change
- Process & Efficiency
- Technology & Social Media

To learn more about this unique and invaluable Organizational Health Check Assessment, contact PNP for more information on **Nonprofit Business Solutions** at [nbs@nonprofitstaffing.com](mailto:nbs@nonprofitstaffing.com) or call 212/546-9091.

The Blackbaud Index of Charitable Giving reported in January, 2012 that *fundraising has returned to pre-recession levels and is now officially above the level of giving last seen in 2007.*



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