



**2022**

# **Compensation and Benefits Study**

**U.S. and Canada**

Members of the Association of Fundraising Professionals

# 2022 AFP Compensation and Benefits Study

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# **Association of Fundraising Professionals**

## **Vision and Mission**

### **Vision**

To stimulate a world of generosity and positive social good 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-third annual report of findings from the AFP Compensation and Benefits Study. This report extends the research begun more than two decades ago and encompasses separate surveys of members in the United States and Canada.

AFP thanks those who made this research possible. First and foremost, we are grateful to the more than 4,000 AFP members in Canada and the United States 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.

Melissa Brown directed the study in consultation with the AFP Research Council.

We welcome comments and suggestions for improving this study and this report. Please address all comments to Michael Nilsen, Vice President for Communications and Public Policy, [michael.nilsen@afpglobal.org](mailto:michael.nilsen@afpglobal.org).

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# Welcome

Thank you for your commitment to equitable pay for professional fundraisers. This report will help you gauge the amount to offer new employees or the amount to request for your own compensation. It shows standard benefits available as of 2021 and tracks some trends emerging.

The Association of Fundraising Professionals collects these data annually from members in the United States and Canada. This year's report shows an uptick in compensation with a higher mean (average) and higher median (mid-point) in each country. Compensation tracks closely with organizational size (based on total budget, not simply amount of philanthropic funds raised) and with job title. We have reorganized tables so that everything shows by job title, including organizational size, subsector, and other variables.

We find that a high majority of nonprofits in both countries are maintaining benefits. Depending on the country, in 2021, 93 to 94 percent of survey participants had some type of health coverage and 83 to 84 percent received retirement benefits. Just 5 percent received neither retirement nor health benefits. Note though, about one-quarter (26%) of respondents in the U.S. said their employer raised the employee's share of health insurance premiums.

This year's survey asked some new questions about the hours paid and the hours worked. About one-third (30%) of our colleagues are working more than 10 hours a week above their compensated time. This is especially true for part-time staff. The pattern is the same in each country: Fundraising professionals paid for less than 30 hours a week are working at least 40 and often 50 or more.

Consistent with other reports in the sector, AFP finds efforts underway to have boards of trustees and staff better reflect the communities served. Thirty-eight percent of study participants report working with an organization with a board that is 25 percent or more composed of people from groups AFP considers "under-represented" in the profession. This is up somewhat from 2020. Further, about one-third say that 25 percent or more of the fundraising staff in their organization (or unit, if from a large entity) is from under-represented groups.

We are encouraged by the progress made on compensation. We are further encouraged by sincere efforts made to give every colleague in "The Impact Profession" a voice and a seat at the many tables that serve our communities.

Again, thank you for your commitment and engagement in work toward pay equity.

Mike Geiger, MBA, CPA

President & CEO

AFP Global

Lori Hunter Overmyer, MBA, CFRE

Chair, Research Council

AFP Global

# When to Use the Report

This report is intended for use by job seekers and nonprofit organization employers to compare salaries with national benchmarks. It has other utility, as well. AFP members say they use the report for:

- Comparing salaries within their organization, for national benchmarks, and as part of a salary study. Because this report includes so many different types of development and fundraising jobs, it is more comprehensive than some regional studies.
- Assessing compensation and benefits to offer when hiring. For example, jobs with charities that operate locally have different pay scales than those that have a regional or even an international reach. In addition, sometimes organizations in smaller communities can offer perquisites that can attract qualified candidates who might otherwise look for higher compensation in a larger city.
- Identifying elements for negotiation, including benefits, when seeking work or advising or mentoring other job seekers.
- Considering benefits to add as part of an overall organizational initiative for recruitment and retention. The “other benefits” group includes some high value/low expense ideas, such as a transportation subsidy or an additional amount for professional development.
- Using the questions as a guide for issues that need to be considered as the organization develops policies, such as those related to gender equity, staff and board diversity and inclusion, or compensation after an individual has taken time to care for family.

## How to Use the Report

Determine your goal for the review. Are you recruiting someone new? Adjusting for past inequities? Considering additional benefits to add? That will help you evaluate which types of data in this study will be most useful.

Benchmarks by job title are presented in **APPENDIX I.A: COMPENSATION — U.S.** and **APPENDIX I.B: COMPENSATION — CANADA**. AFP recommends familiarizing yourself with the general trends by reviewing the text and graphs in the first portion of this report, then looking in the appendix for your country to find the position that is closest to the one you want to benchmark. Benefits data are in **APPENDIX II.A: BENEFITS — U.S.** and **APPENDIX II.B: BENEFITS — CANADA**.

Tables by job position show the mean (average), median (mid-point), and 25th and 75th percentile values based on various criteria. The 25th percentile indicates that 25 percent of salaries in the study reported were below that. The 75th percentile indicates that 25 percent of salaries reported were above that. Once you have the table for the specific job, you might want to consider first the criteria that were statistically significant in the historical model for salary, as discussed on **PAGE 4**. For compensation those are:

- Organizational budget size.
- Education of the job holder.

You may also consider other factors that are often associated with salary, including subsector, region of the country, size of the metropolitan area, and so on. An example here illustrates how one organization used the data during 2021 to assess the compensation of its executive director.

## Sample Using 2020 Salary Data From 2021 Report

In 2021, the board of directors of a statewide nonprofit organization (referenced here as ABC Organization) evaluated the salary of the executive director. This was for several reasons, including

a realization that the ED was compensated below market rate in ABC's region. ABC also wanted to recognize the ED's significant accomplishments with a merit-based increase.

### Step 1: Gather Data for Comparison Based on All of ABC Organization's Characteristics

- **Organizational budget at the time of the review:** ~\$600,000
- **Type:** Human services subsector; membership organization with a national parent, 15 affiliates across the state
- **Geographic scope:** statewide, Midwest
- **Employees:** Typically, 5-6 FTE total, < 1 for fundraising
- **Employee:** Not CFRE or no university training in fundraising, Bachelor's degree

### Results from 2021 AFP Compensation and Benefits Study

	Average	1st Quartile	Median	3rd Quartile
All executive directors	\$109,554	\$70,000	\$88,500	\$125,000
< 1 FR professional	\$79,190	\$58,000	\$72,000	\$93,000
Budget \$250k-\$999k	\$83,472	\$63,000	\$80,000	\$100,000
Human services	\$92,641	\$64,500	\$83,745	\$100,500
Scope (statewide)	\$101,818	\$95,000	\$95,000	\$120,000
Metro area 1 million-2.99 million	\$107,651	\$72,086	\$96,400	\$133,000
No certification in fundraising	\$87,056	\$60,000	\$80,000	\$105,750
Education of employee	\$94,143	\$63,125	\$85,000	\$111,500
<b>Average of all of above</b>	<b>\$93,575</b>	<b>\$67,301</b>	<b>\$84,405</b>	<b>\$110,278</b>
East North Central	\$86,650	\$60,000	\$79,000	\$103,750
Difference average: ENC	-\$6,925	-\$7,301	-\$5,405	-\$6,528

### Step 2: Budget Considerations

ABC Organization's executive director was not paid even as much as the national 1st quartile. The salary review committee started with the budgets for the current and following fiscal years and identified areas that could be adjusted to permit additional compensation and an increase in base pay.

The salary review committee elected to work with the medians from the AFP Compensation Study. However, they realized that the median for the East North Central Region was, for an executive director, about \$5,400 lower than the national median. Thus, they proposed, to move from the then-base below the national first quartile to a new base of the regional median of \$79,000. That base was then used for a merit-based increase with a resulting total compensation (including benefits and taxes paid by ABC Organization) of just over \$92,000.

### Step 3: Recommendation to Board for Approval

ABC Organization's board of directors approved the increase for the executive director and then used the same process for remaining staff roles (using other surveys, such as from Candid and a regional study).

# Why AFP Asks About Compensation and Benefits

Questions related to fundraiser compensation are among the most frequently asked of AFP staff. 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 2019 and continues to collect data related to the AFP IDEA Program (Inclusion, Diversity, Equity, and Access).

AFP is committed to equity in compensation. The Compensation and Benefits Study helps applicants and employers gauge industry-wide benchmarks by job category, subsector, or mission, as well as other factors.

## Determinants of Compensation

Over time, analysis of AFP salary data<sup>1</sup> has found that the most important determinants of compensation, when all factors are considered together, are typically employer-based with a few associated with the employee's traits. This was most recently done in a study released in March 2019 and available at <https://afpglobal.org/new-research-finds-gender-gap-persists-fundraising-salaries-identifies-key-factors-compensation>.

While these factors have historically been important in salary and benefits negotiations, they do not need to remain the only considerations. Participants in the 2022 survey, for example, noted the importance now of hybrid work or flexible hours, which was not a factor for the period covered here.

The employer-based attributes that are important in the historical compensation model that takes all factors into account are:

- **Organizational budget**, specifically whether it is \$50 million or more in total. Large organizations paid up to 54 percent more, holding all other factors constant.
- **The specific position offered**. Those in roles directing fundraising for their organization (such as CEO, executive director, or director of advancement or of fundraising) earn up to 25 percent more than people in other fundraising jobs, holding all other factors constant. Deputy directors or program directors (annual fund, major gift director, etc.) earn more than people in other roles.

Among the employee attributes associated with compensation are:

- **Level of higher education**. Holding a doctoral degree is associated with 15 percent more in pay, all other factors held constant.
- **Gender**. Being male increased salary, on average, by 10 percent when all other attributes of the employee and employer are the same.

Results that “hold all other factors constant” focus on the somewhat imaginary situation that there are groups of people and jobs that are all the same except for the one element, whether it is organizational budget, job or role, applicant educational level, or gender.

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<sup>1</sup> Association of Fundraising Professionals. 2019. The Impact of Gender on Fundraising Salaries 2014–2018.

More often, we encounter situations where factors are not “held constant,” but are highly divergent among applicants, or among the jobs an individual might be seeking. In general, to compare these instances, you can look at correlations. There are correlations of salary with all the factors above—organizational budget, job or role, educational level, and gender. In addition, there are strong correlations with:

- **Employee's years of experience** in fundraising, which is highly correlated with compensation level.
- **Organization's location**, with the Northeast being the area of highest compensation and the Southeast being the area with the lowest.

Race/ethnicity was not strongly correlated with compensation, although the data available to AFP reflect 80 percent or more of members being non-Hispanic white, which might distort the results of this analysis.

## Organization of the Report

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

- **Highlights** of the findings.
- **Section I:** Fundraisers' Compensation. This section has two subsections: **I.A — U.S.** and **I.B — Canada.**
- **Section II:** Benefits, Including Health, Retirement, and Other Benefits. This section has two subsections: **II.A: Benefits — U.S.** and **II.B Benefits — Canada.**
- **Section III:** Questions About How Many Hours Fundraisers Work (new for 2022).
- **Section IV:** Equity and Inclusion in Nonprofit Governance and Staffing
- **Section V:** Predictions for 2022.
- **Appendix I** and **Appendix II:** Cover compensation and benefits, including by job title within each country.
- **Appendix III:** Who are Fundraisers? This includes demographic information, attitudes toward the job and challenges identified, career trajectories, plans for changing jobs, and certifications held and sought.
- **Appendix IV:** Survey questions and methodology.

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

## Comments From the Survey

“Thank you for completing these important surveys and sharing the info! I have used past compensation studies to make the case for increasing my own salary at work.”

“We need constant guidance to get our salaries in place, thank you for your support.”

“Educate the community about the need for nonprofits to offer the same benefits private businesses do to compete for top talent.”

“The nonprofit sector isn't competing just with other nonprofits, it's also competing with the private sector. As such, the nonprofit sector must offer competitive wages, or it will lose talented fundraisers.”

# Summary of Results

AFP members in the U.S. and Canada answered an online survey for the 2022 AFP Compensation and Benefits Study in January and February of 2022. The survey invitation reached AFP members in the U.S. and AFP members in Canada. A total of 4,005 members returned survey responses by the cut-off date, for an overall response rate of 15 percent after adjusting for bounced email invitations.

## Compensation Mean and Median Overall

In the U.S., mean (average) salary of survey participants increased by 1.6 percent, to \$89,799 in 2021 from \$88,421 in 2020. In Canada, the average salary increased by 4 percent, to \$94,225 in 2021 from \$90,511 in 2020.

The median (mid-point: half are above, and half are below) salary in the U.S. in 2021 was \$78,000, and in Canada, it was \$82,000. The U.S. median was \$75,000 in 2020, and in Canada, the median was \$78,000. Thus, the overall median increased by 4 percent in the U.S. and 5.1 percent in Canada.

**Table 1: Mean (average) and median salaries, 2020 and 2021 – U.S. and Canada**

	2020 Mean	2021 Mean	2020 Median	2021 Median
U.S.	\$88,421	\$89,799	\$75,000	\$78,000
Canada	\$90,511	\$94,225	\$78,000	\$82,000

A more detailed discussion of compensation begins on [PAGE 10](#). Data tables related to compensation are in [APPENDIX I.A: COMPENSATION — U.S.](#) and [APPENDIX I.B: COMPENSATION — CANADA](#).

## Compensation Drivers When All Other Factors Held Equal

This section focuses on four variables that are discussed further on [PAGE 4](#) linked statistically to compensation based on longitudinal work released in 2019 by AFP. Many other factors correlate with compensation on their own, but when all are considered together, these four are the so-called drivers in statistical terms. This suggests that these are the four most important to use first.

### Compensation Differences Related to Organization Size

Organizations with a larger organizational budget pay higher rates of compensation, on average. See [FIGURE 3](#) on [PAGE 13](#) for an illustration of the U.S. trend lines and [FIGURE 6](#) on [PAGE 22](#) for the Canadian perspective. [APPENDIX I.A: COMPENSATION — U.S.](#) contains data for the U.S. [APPENDIX I.B: COMPENSATION — CANADA](#) shows the information for Canada.

### Compensation by Job Title

It is a truism that people are paid based on the job they are hired to do. The mean (average) salary in this report includes individuals who are at the CEO level in organizations with budgets of \$100 million or more and people who work in proposal writing or gift entry in small organizations with budgets below \$1 million, or even below \$250,000. [FIGURE 4](#) on [PAGE 14](#) shows a graph with mean salary by selected job titles organized by budget size.



The single largest group among participants from the U.S., 37 percent, was chief development officers, and 14 percent of U.S. participants said they were CEO or executive director. Also in the U.S., 16 percent identified themselves as gift officers (major gifts, corporate/foundation gifts, planned gifts, etc.).

In Canada, the largest group, 24 percent, was for chief development officers, and 19 percent were CEO/executive director. In Canada, 22 percent identified as gift officers (major, corporate/foundation, planned gifts, etc.).

For job-specific means and medians, check the tables in [APPENDIX I.A: COMPENSATION — U.S.](#) for the U.S. and [APPENDIX I.B: COMPENSATION — CANADA](#) for Canada.

## Compensation by Educational Level

In general, as education level rises (bachelor's, master's, and doctoral degrees), so does compensation. When taking all potential factors influencing compensation into account, having a doctoral degree was the one educational level that remained statistically significant in the analysis done in 2019. This suggests that organizations seek to hire people with doctorates and will offer higher compensation to do so. This finding holds even after controlling for TYPE of institution. It is not only higher education employers that drive this result.

## Compensation Differences Related to Gender

Even after controlling for (holding constant or considering) all other factors influencing compensation—including taking time off to raise children—in the 2019 analysis found that, on average, men earned 10 percent more than women. That means women with comparable education and experience levels, in organizations within the same budget range, having the same credentials, and in the same roles earned less than male peers.

This year's survey finds, for people paid for 30 hours a week or more and using simple averages (no statistical controls):

- Women's compensation in the U.S. averaged \$86,939 compared with men's pay of \$107,433, for a gap of \$20,494, or 24 percent of women's pay.<sup>2</sup> Said another way, salaries on average for women would need to increase by 24 percent to approach the average for men's compensation.
- Less than 1 percent of people selected other than male or female in the U.S., and they had average salaries of \$73,378. Salaries would need to increase by 46 percent to equate those of men in the U.S. and by 19 percent to equate those of women.
- In Canada, women averaged compensation of \$92,559 compared with \$104,901 for men. Canadian women in this study would need a salary increase of an average of 13 percent to equal that of men in Canada.
- In Canada, 2 percent selected a gender other than male or female, and their salaries averaged \$84,321. To equate to men's average salaries, compensation would need to increase by 24 percent; to equate to women's average salaries, it would need to rise by 10 percent.

---

<sup>2</sup> The medians are also widely different in the U.S. — \$77,000 for women, \$89,475 for men, and \$56,085 for people selecting gender other than male or female. In Canada, the medians are \$80,602 for women, \$83,000 for men, and \$61,500 for people selecting gender other than male or female.

## Benefits

Health insurance is the most common employment benefit, followed by retirement plan contributions by an employer. More than two-thirds of fundraising professionals receive employer-paid professional dues. At the lower end of the spectrum, just 4 percent receive relocation expenses.

More detailed discussion of benefits begins on [PAGE 28](#). Data related to benefits are in [APPENDIX II.A: BENEFITS — U.S.](#) for the U.S. and [APPENDIX II.B: BENEFITS — CANADA](#).

### Health Benefits

The majority fundraisers in this survey had access to some form of health benefit through their employer. Ninety-three percent of U.S. participants and 94 percent of Canadian participants indicated their organization provides some level of health insurance or cost reimbursement, either by offering employer-based insurance or a salary supplement for premiums.

### Retirement Benefits

A majority of organizations offer retirement plans: 83 percent in the U.S. and 84 percent in Canada.

- Salary deferral plans in the U.S. are the most common, with 47 percent in the U.S. having a 401(k) account and 47 percent having a 403(b) plan.
- In Canada, defined benefit pension plans (31 percent) and Group Retirement Savings Plans (36 percent) are the most common.

### Other Benefits

In the U.S., 44 percent of the employers of surveyed AFP members offered flexible spending accounts for childcare or healthcare or both. In Canada, such accounts were offered at 25 percent of the employers of surveyed members. Fairly common other pre-tax benefits included:

- Professional dues (74 percent U.S. and 68 percent Canada).
- Group life insurance (64 percent U.S. and 75 percent Canada).
- Long-term disability (58 percent U.S. and 73 percent Canada).
- Short-term disability (62 percent U.S. and 64 percent Canada).
- Cell phone or cell phone plan allowance (46 percent U.S. and 67 percent Canada).

## Equity and Inclusion

This year's survey asked about the composition of boards of trustees, both by gender and by identity as a member of an under-represented group in leadership positions. Forty-three percent of participants from the U.S. and 50 percent from Canada say their organization's board is at least half women. In the U.S., 38 percent report that one-quarter or more of board members are from groups "under-represented in leadership roles." In Canada, 35 percent report that at least one-quarter of the board members at their organization are from groups under-represented in leadership.

The survey also asked about fundraising staff from under-represented groups. About one-third of study participants in each country reported that at least one-quarter of the fundraising staff at their organization "identify as members of an under-represented group."

## Looking for New Work

About half of the study participants indicated they either looked for a job with a different organization or planned to become self-employed during 2021. In prior Compensation and Benefit Surveys, one of the most common reasons for looking for new work is higher pay. Another is greater responsibility or opportunity to learn. This year's report examines the average compensation of those who reported looking for a new position compared with those who did not and found those seeking new work earned 7 percent less (U.S.) or 13 percent less (Canada) than the national average.

## Predictions for 2022

About three-quarters of fundraising professionals anticipate remaining in their current jobs through 2022, and of those, at least 65 percent (Canada, with 77 percent in the U.S.) project higher compensation in 2022 than in 2021. This study was conducted in the field in January and early February of 2022 so does not reflect the impacts that might result from the war in Ukraine or inflation concerns globally.

# Section I: Compensation

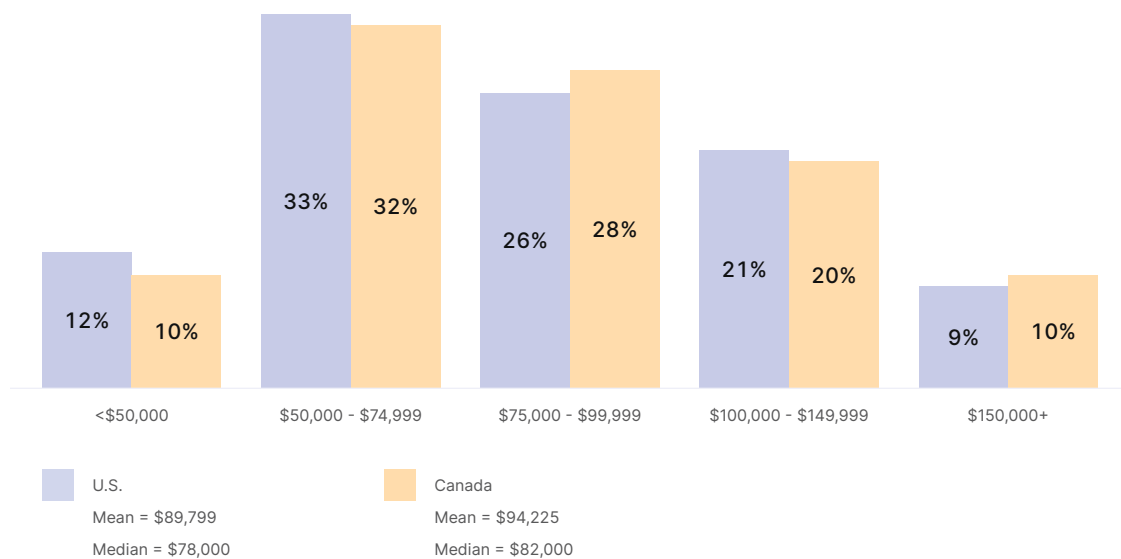
This section with overall findings about compensation has three segments. The first focuses on compensation generally and changes from 2020 to 2021.

- **SECTION I.A: U.S.** contains graphs and text relating to the United States. Data tables for the U.S. are in **APPENDIX I.A: COMPENSATION — U.S.**
- **SECTION I.B: CANADA** contains graphs and text related to Canada. **APPENDIX I.B: COMPENSATION — CANADA** has tables for Canada.

## Overall Findings

The survey reached fundraising professionals at all career stages and at many different sizes and types of organizations. Overall, in the U.S., fundraising professionals who were paid for 30 hours a week or more earned a mean (average) of \$89,799. The mid-point (median) of the salary range was \$78,000. In Canada, the mean (average) compensation was \$94,225 with a mid-point (median) of \$82,000, both also for people paid for 30 hours or more a week.

**Figure 1: Share of study participants in each of five salary ranges, 2021 — U.S. and Canada**



The mean and median values in each country are above the March 2020 values, as shown in **TABLE 2**. The change in the U.S. is small, by less than 2 percent. In Canada, the increase is 4 percent or more for each value.

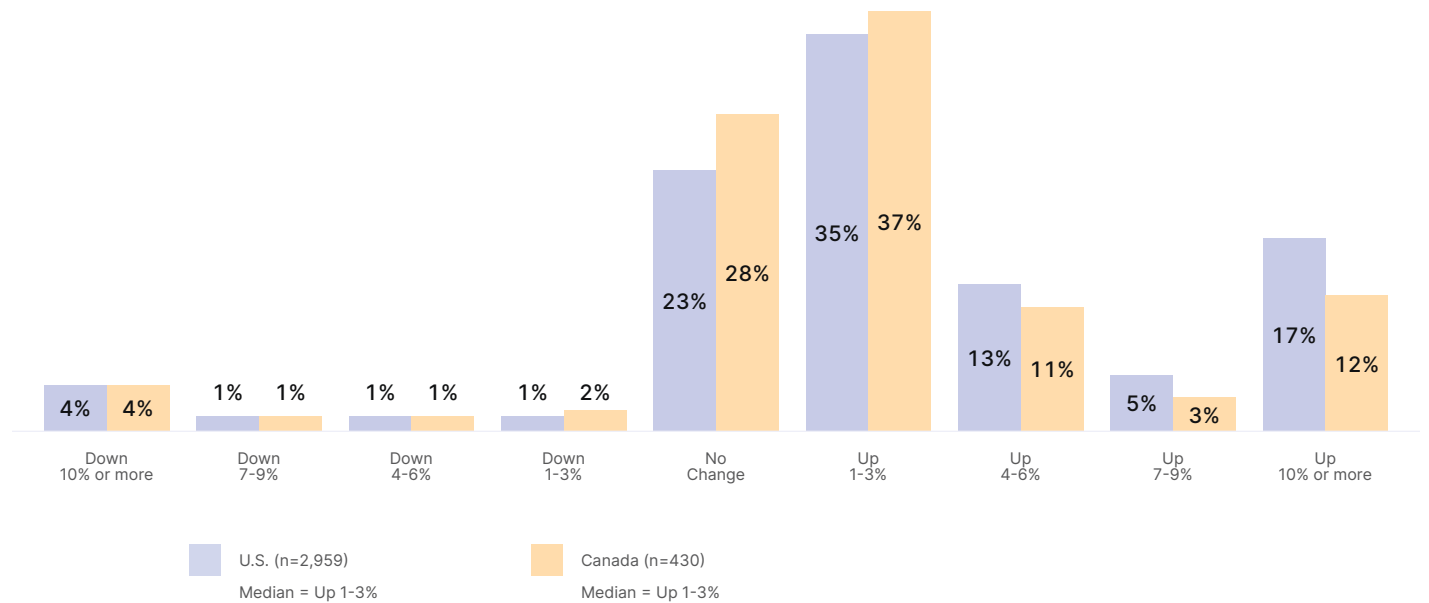
**Table 2: Changes in mean and median salaries, 2020 to 2021 – U.S. and Canada, all participants**

	U.S.			Canada		
	2020	2021	Change	2020	2021	Change
Mean	\$88,421	\$89,799	1.6%	\$90,511	\$94,225	4.1%
Median	\$75,000	\$78,000	1.4%	\$78,000	\$82,000	5.1%

**Figure 2: Majority saw increase in salary from 2020 to 2021**

U.S. n=2,959; Canada n=430

U.S. inflation in 2021: 7.0%, CPI, released January 12, 2022; Canada inflation in 2021: 3.4%, CPI, released January 19, 2022.



## Salary Is a Factor When Seeking New Work

The “Great Resignation” of 2021<sup>3</sup> somewhat affected organizations in this study. About half of the participants reported that they did not look for a new job with another employer, did not retire, and made no plans to become self-employed.

However, among the other half or so, people were actively seeking to change their employment. Some were looking for new work or making plans to become self-employed, indicating a strong desire to leave the position they held at the time. On average, those looking for new opportunities earned less than those who were not.

<sup>3</sup> For discussion see, [Pew Research Center March 9, 2022](#), and [Harvard Business Review, March 23, 2022](#).

**Table 3: Looking to change employment in 2021 all positions – U.S. and Canada**

In the past 12 months, which of the following have you done?	U.S. (n=2,904)		Canada (n=421)	
	n	%	n	%
None of the following	1,469	51%	202	48%
Looked for a job with another employer (include if you accepted a job with a different employer in the past year)	1,379	48%	209	50%
Made plans to become self-employed	231	8%	44	11%
Retired	16	1%	2	1%

The table below shows results for chief development officers, as that is the largest employment group in the data. Those looking to change employment earned less on average than those who planned to stay where they were employed. The differences are not all statistically significant—that is, they could be by chance—but they are consistent across the two countries and consistent in direction.

**Table 4: Mean salary of chief development officers by employment status, 2021 – U.S. and Canada**

Chief Development Officer – All That Applied	U.S. (n=2,904)			Canada (n=421)		
	Mean Salary	n=1,140	% Different*	Mean Salary	n=100	% Different*
Looked for a job	\$91,606	465	-7%	\$95,311	48	-13%
Planned self-employment	\$94,952	66	-4%	\$92,833	15	-15%
Both looked for work or planned self-employment	\$96,149	80	-3%	\$89,313	8	-22%
None of these	\$102,767	529	+4%	\$126,241	42	+16%

\*Different from national mean

## Comments From the Surveys

“Seems to need to change employers to get the compensation in the range you feel suitable for the responsibility.”

“I will work in nonprofit as long as I can support my family, but it is getting increasingly difficult. I may have to consider a job in the for profit world.”

“I work full time, and also consult and write grants on the side. I think more and more people are finding additional ways to make money through consulting and side-hustles in addition to their regular jobs.”

“We need to improve compensation if we want to retain staff.”

# Section I.A: U.S.

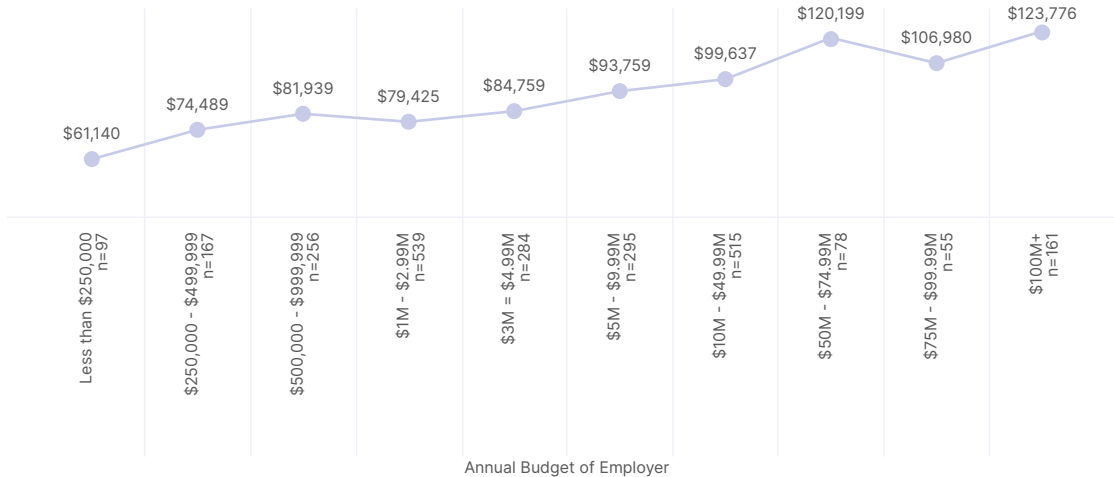
## Compensation by Organizational Characteristics

Prior analysis of several years of data from this survey has shown that one of the single most important drivers of salary is the size of the organization where a fundraiser works, as discussed on [PAGE 4](#). Large organizations have the highest wages, even after controlling for (taking into account) a number of other factors also associated with pay scales.

### 2021 Institutional Budget (Size) and Compensation – U.S.

The relationship between the annual budget of the institution and compensation for fundraisers is nearly perfectly linear (a straight line).

**Figure 3: Very strong relationship between the organization’s overall budget and average fundraising professional compensation – U.S.**



There are at least 50 responses in every size group, which means the averages from this sample of survey participants are likely to be somewhat close to the actual averages across all organizations (if we could get such a number). It is also instructive that all but one of this year’s averages are within 5 percentage points of last year’s results.<sup>4</sup>

This analysis uses the total annual budget of the organization as an indicator of “institution size.” Some institutions raise a substantial portion of their budget from charitable gifts; many others receive revenue from fees for service, tuition, government grants, or—as for food banks—gifts-in-kind.

[APPENDIX I.A: COMPENSATION – U.S., PAGE 41](#) shows results by overall organizational budget, which is statistically associated with pay ranges.

<sup>4</sup> The exception, for organizations with total operating budgets of \$50 million to \$74.99 million, had more responses in 2021 and those individuals likely included some at higher pay ranges.

## Comments From the Survey

"It is hard to argue for a pay increase in a small organization where there is little to no opportunity to advance or change positions. The only way to get paid more is to leave."

"Salary is very dependent on the size of the organization and the region the organization runs out of."

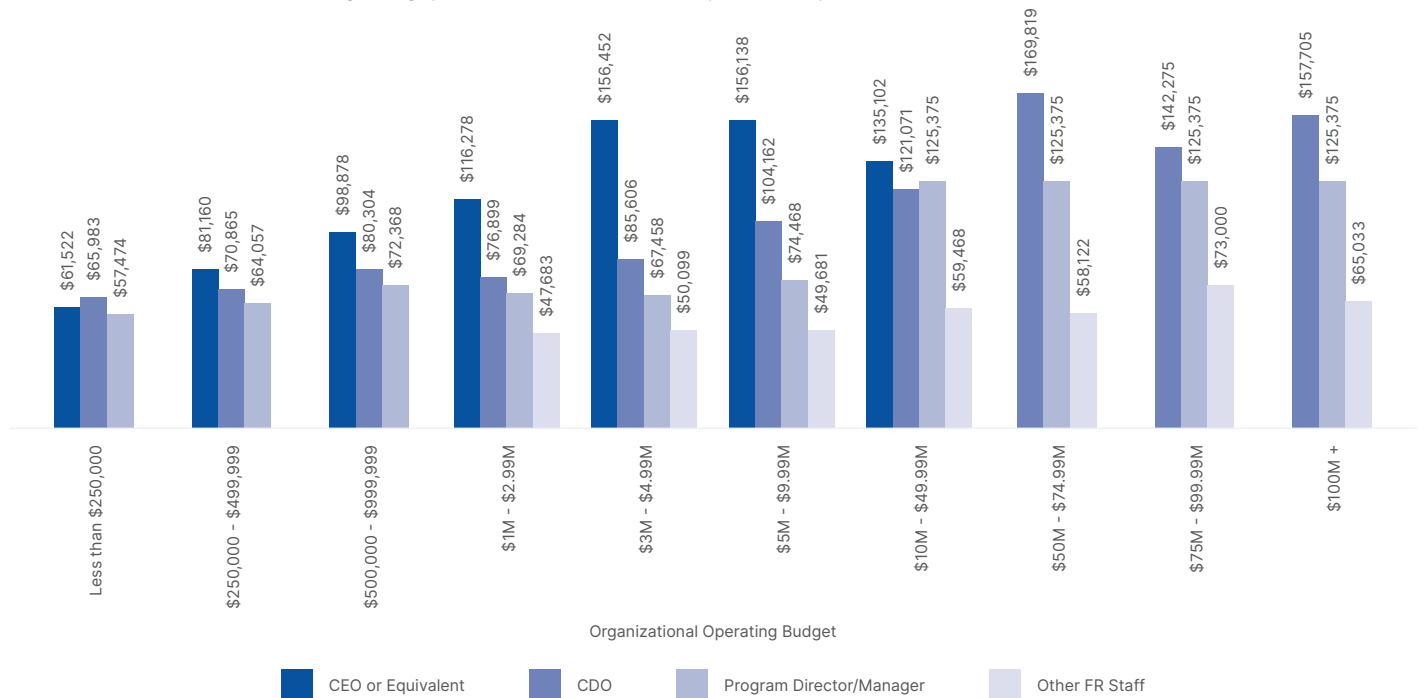
"It's the biggest reason jobs change. People on our team leave for higher compensation elsewhere more often than they are promoted internally."

## Compensation by Job Title – U.S.

Compensation varies by responsibility, number of people reporting to the individual, and more. Typically, a chief executive officer or executive director, among all with fundraising responsibilities, has the highest compensation within an organization, as shown in **FIGURE 4**. The exception is in organizations with overall operating budgets of less than \$250,000. It is possible that at least some of these organizations are headed by founders who take low or no compensation.

**Figure 4: Comparison of mean compensation by job title, across size of organization, 2021 – U.S.**

Where a bar is missing in the graph, its absence indicates too few responses to analyze.



It is generally the case that the chief development officer (CDO) receives higher compensation, on average, than people who direct or manage specific fundraising programs such as planned giving, annual fund, major gifts, etc. The gap between CDO and other staff widens as organizational size increases until organizations with \$10 million or more in operating budgets. The available data do not explain this variation.



## Comments From the Survey

"I work as a marketing strategist and am not directly in charge of donor relationships. It's a crucial strategic position but underpaid relative to development managers, etc."

"We need to more closely examine the disparity between entry-level wages and senior leadership wages in the profession. Hiring and retaining younger fundraisers is becoming increasingly difficult, as organizations aren't allocating proper resources for compensation at these levels."

## Compensation by Individual Characteristics

### 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.

**Table 5: 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=426	Average	n=2,452
High school	\$54,333	3	\$70,289	38
Associate degree	\$77,866	16	\$76,934	73
Bachelor's degree	\$75,023	172	\$86,254	1,195
Master's degree	\$89,943	177	\$92,395	913
Doctorate	\$115,102	13	\$135,500	44
Post-graduate study: specialization	\$91,556	16	\$108,058	44
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$89,478	24	\$112,695	131
Professional or technical certification*	\$62,300	5	\$102,280	14

\*Such as CPA, paralegal, apprenticeship in a trade, etc.

### Men Continue to Earn More, on Average – U.S.

The average salary of male fundraisers in this study was \$107,433. Women were paid an average of \$86,939. Women, on average, would need to earn 23 percent more than they did in this study to equate compensation with men, before considering job title, size of organization, and education level. People who selected one of the other options for gender identity averaged a salary of \$73,368. People in this group would need to earn, on average, 46 percent more to equal salaries reported by men, before adjusting for size of organization, job title, and education level of job-holder.

**Table 6: Men have higher average compensation before considering hours worked, education, experience, or institution budget**

Gender	Mean	Median	n
Women	\$86,939	\$77,000	1,961
Men	\$107,433	\$89,475	469
Other	\$73,378	\$56,085	16

### Comments From the Survey

“There is tremendous inequity in males versus females in the fundraising profession.”

“Your compensation reports have helped me advocate for fair compensation for myself and other staff on MANY occasions. Thank you for doing this every year!”

## Additional Factors – U.S.

### Experience, CFRE, and Compensation – U.S.

Years as a professional fundraiser are strongly correlated with compensation. This is shown in **TABLE 7** where people with and without a CFRE earn more as experience increases.

The possession of a certification credential correlates positively with salary. In the U.S. sample, people who are Certified Fund Raising Executives (CFRE) reported average salaries between five and 16 percent higher than their peers who are not CFREs who had a comparable number of years of fundraising experience.

**Table 7: CFRE holders earn more on average – U.S.**

Years of Experience	Hold CFRE (n=647)			Not CFRE (n=1,668)		
	Average	Median	n	Average	n=2,452	n
5 to 6	\$78,366	\$71,413	34	\$66,197	\$62,098	254
7 to 8	\$84,112	\$78,000	53	\$73,221	\$68,000	245
9 to 10	\$87,055	\$83,000	56	\$82,458	\$78,000	203
11 or more	\$118,411	\$104,000	504	\$103,412	\$90,000	966

Excludes those not responding 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 8: Certification is associated with higher income – U.S.**

Certification	Average	Median	n	% Different than None
ACFRE	\$110,800	\$108,500	10	21.7%
CFRE	\$110,783	\$98,000	647	21.7%
University-based certification	\$97,662	\$85,000	381	7.2%
Other	\$99,722	\$85,000	227	9.5%
None and 5+ years as professional fundraiser	\$91,065	\$80,000	1,233	-

Excludes those not responding to the question about certification.

### Comments From the Survey

"Respect for the CFRE credential is highly prized in my city, also, there are more jobs in fundraising than people to fill them. Nonprofits are compensating competitively due to this."

## Compensation and Different Subsectors – U.S.

**APPENDIX I.A: COMPENSATION – U.S., TABLE 32** shows compensation by the amount raised, and **TABLE 33** shows salary amounts within different subsectors for the U.S. While these are helpful data points when setting salaries or seeking benchmarks for negotiation, long-term data show that these are not important drivers of compensation when considering the other factors (overall budget size, job title, education level of the employee, and gender).

From the survey, we know that people observe differences in compensation by subsector, reporting often that higher education or health organizations have higher pay scales. The long-term analysis shows it is not the subsector specifically but the size of the organization that is associated with higher compensation. Universities and hospitals, for example, often have operating budgets of tens or hundreds of millions of dollars.

## Compensation and Geographic Scope of the Organization – U.S.

For negotiation, long-term data show that the organization's scope is not an important driver of compensation when considering the other factors (overall budget size, job title, education level of the employee, and gender). However, there are differences that are likely linked to organizations' total budgets and the choices organizations make of whom to recruit. For one job, chief development officer, the table below shows the difference based on a given organization's scope of work.

**Table 9: Average chief development officer salary by organizational scope, 2021 – U.S.**

Study participants could pick more than one scope. Thus, the total of different scopes exceeds the national total. Table includes only those working 30+ hours/week.

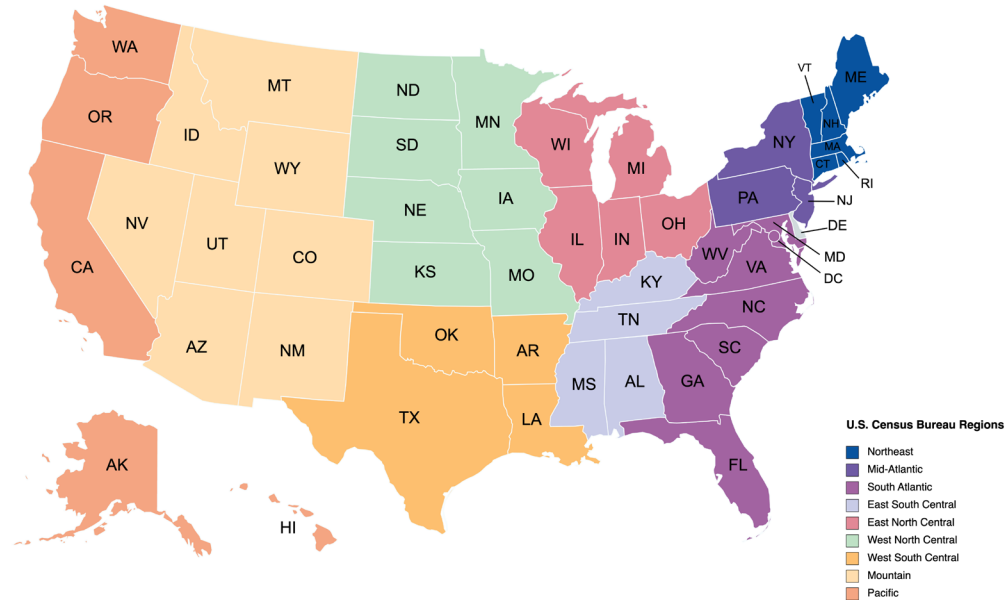
Organization's Scope of Work	Mean	n	% Difference from National Mean
All in file	\$98,599	1,104	–
International	\$117,297	83	19%
National	\$120,236	119	22%
Regional (parts of more than one state)	\$102,788	145	4%
Selected states	\$91,001	22	-8%
Statewide	\$90,127	164	-9%
Local	\$91,169	622	-8%

## 2021 Compensation by Regions – U.S.

Region by itself is associated with pay scales, based in part on perceived cost of living and the number of densely populated areas. In AFP's data, region is not a driver of salary after taking other factors into consideration. We present here a table that shows averages and medians for the nine regions defined by the Census Bureau. The variation from the national average (also called a mean) and median may be helpful as a benchmark when you consider compensation in your organization.

**Figure 5: U.S. Census Regions**

Created with MapChart.net



**Table 10: Regional salary averages and medians, 2021 – U.S.**

Excludes those who either did not select a state, selected "other" as their region, or did not report salary.

Census Region	n	Mean	Median	Difference from National	
				Mean	Median
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	153	\$96,921	\$85,000	8%	9%
Mid-Atlantic (New Jersey, New York, Pennsylvania)	382	\$92,114	\$80,000	3%	3%
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	574	\$88,896	\$77,000	-1%	-1%
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	111	\$80,703	\$75,000	-10%	-4%
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	540	\$80,693	\$72,000	-10%	-8%
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	258	\$89,158	\$77,237	-1%	-1%
West South Central (Arkansas, Louisiana, Oklahoma, Texas)	335	\$87,399	\$78,000	-3%	0%
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	182	\$86,678	\$75,000	-3%	-4%
Pacific (Alaska, California, Hawaii, Oregon, Washington)	406	\$104,812	\$91,000	17%	17%
n.s. Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	0				

n.s. = Not shown on map.

In both the mean and the median, salaries in the West were 17 percent more than the national average and the national median. Salaries in the east central part of the country, both north and south, were 10 percent lower on average; and those in the Northeast were 8 percent higher.

## Ethnic Heritage or Race Associated With Higher Compensation for 2021 but Variable Results Over Time – U.S.

Fifteen percent of study participants identified a race or ethnic heritage that was either Multi-racial or something other than “white/Caucasian only.” This includes Hispanic whites. The 2021 salary difference reported was 8.2 percent higher, on average, among Hispanic, Asian, or Black, Indigenous, and People of Color (BIPOC) compared with “white only” study participants. In 2020, people who identified as something other than “white/Caucasian only” averaged salaries that were lower. In 2019, which had a slightly higher percentage of responses from BIPOC, Asian, and Hispanic individuals, earnings were the same as for people who marked “white only.” AFP continues to collect data on this question to allow for multi-year, multi-variate analysis controlling for all variables within the coming years.

**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	Media	n
Hispanic, BIPOC, Asian, Person of Color *	\$97,070	\$79,000	359
Only white/Caucasian/European, and non-Hispanic	\$89,638	\$79,625	2,054

\*Terms here might not be used by individuals in the study.

### Comments From the survey

“I think there is a huge compensation gap if the CEO or ED is white male and the Director of Development is minority.”

“I consider myself part of the BIPOC and LGBTQ communities, and have a lived experience where this has mattered when it comes to my compensation, advancement, and leadership opportunities. Thank you for highlighting the real inequities we still see in our noble profession. Best to you all!”

### 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. Of the 2,945 who participated and provided salary data, 636 (22 percent) also indicated that in the past two years they had done at least one of the following:

- Taken time off work to raise children.
- Taken time off work to care for family members.
- Taken time off work to care for their own health.

Among women participants in this study, 11 percent said they took time off in the past two years to raise children, compared with 8 percent of men. This difference of 3 percentage points is meaningful, in statistical terms. Employers need clear policies and procedures that apply equally to women and men related to career gaps while raising children or to the need to take “work hours” to care for children.

Among women, 7 percent took time to care for family members, compared with 6 percent of men. This is not a meaningful difference.

Eleven percent of women took time to care for their own health, compared with 8 percent of men. This difference of 3 percentage points is meaningful, in statistical terms. Employers need clear policies and procedures that apply equally to women and men related to career gaps stemming from an individual's own health.

The total study had 609 individuals who either did not identify a gender or who selected another option, not man or woman. Among those 609, just 24 reported taking time off for any of the reasons listed. The sample is not large enough for useful analysis.

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

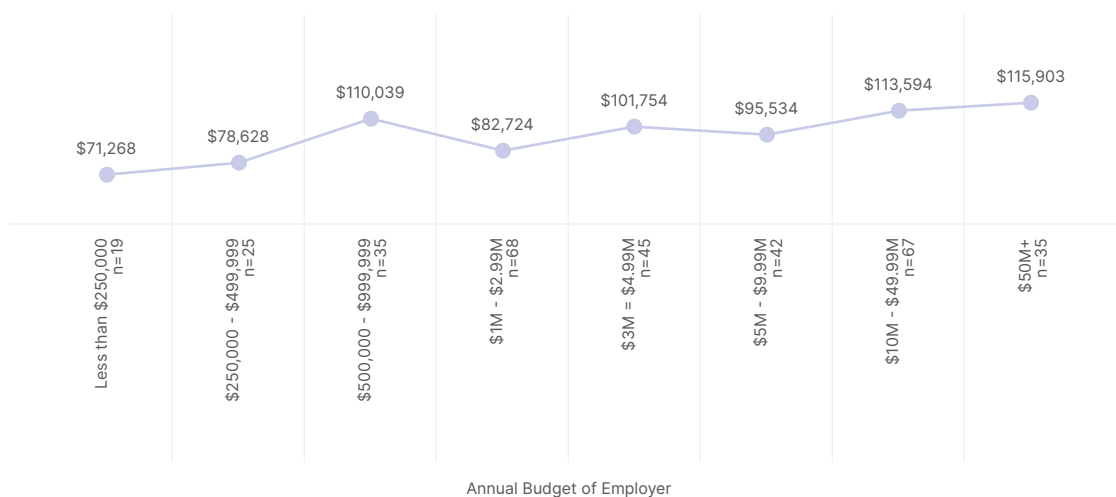
# Section I.B: Canada

## Compensation by Organizational Traits

### 2021 Institutional Budget (Size) and Compensation – Canada

Salaries for fundraising professionals in Canada often, but not always, increased with budget category in this survey. This reflects low numbers of participants in Canadian charities of some sizes.

**Figure 6: Relationship between the organization’s overall budget and average fundraising professional compensation – Canada**



In Canada, the increase for every additional \$250,000 in operating budget is about 3.5 to 3.8 percent, up to an operating budget of \$10 million. From there, the increase is about 0.05 percent for every \$1 million more in operating budget.

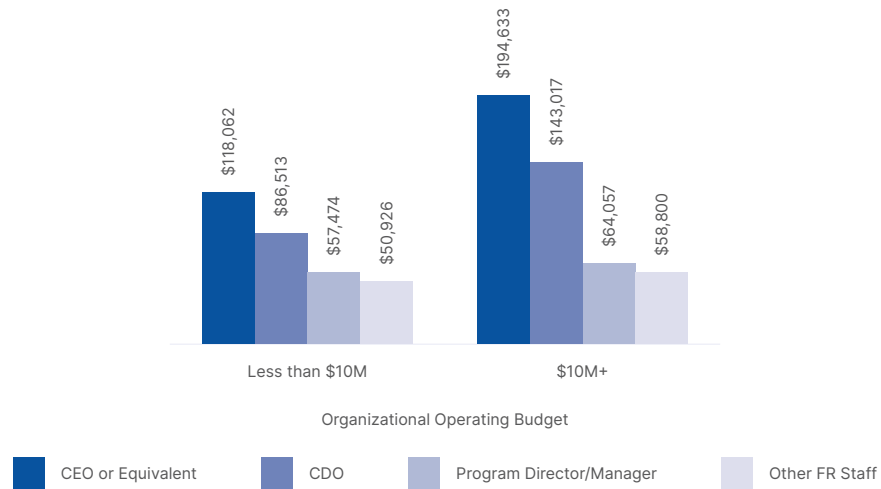
If you plot a straight line from the smallest organizations to the largest, the increase in salary by each size range is about 8 percent.

Data for compensation by organizational expenditures in Canada appear in [APPENDIX I.B: COMPENSATION — CANADA, TABLE 49](#).



## Job Title and Compensation – Canada

Figure 7: Comparison of mean compensation by job title, across size of organization, 2021 – Canada



With just over 400 responses from Canada that include all three variables (job title, organizational operating budget, and salary), analysis by two budget ranges is needed to yield results with more than 15 responses in each job by budget grouping. The expected result, that CEO/executive directors receive higher compensation, is confirmed. Chief development officers are, on average, paid more than fundraising directors or managers (e.g., of planned giving, annual fund, major gifts, etc.). The pay scale for other fundraising staff including grant writers, prospect researchers, data entry staff, and others is only slightly lower than for fundraising directors or managers.

### Comments From the Survey

"Database workers are wildly depended on, highly trained, but laughably underpaid and disrespected. They need to be paid more and treated as professionals."

"For roles in fundraising, especially entry level and those surrounding fundraising (such as operations), I feel compensation remains quite low compared to entry level in for-profits or government, which is discouraging to enter the field."

## Compensation by Individual Traits

### Education and Compensation – Canada

Pay varies with educational attainment for those who work 30 hours or more a week and for part-time employees as well. Results for rows with fewer than 30 respondents should be interpreted with caution.

**Table 12: Education, compensation, and hours worked – Canada**

Highest Education	Worked <30 hours/week		Worked 30+ hours/week	
	Average	n	Average	n
High school	\$106,125	4	\$63,033	11
Two year diploma/Some university	\$75,528	9	\$83,324	54
Bachelor's degree/1er cycle	\$96,167	35	\$94,841	168
Master's degree/2e cycle	\$104,875	16	\$108,617	66
Doctorate/3e cycle	\$48,360	1	\$79,764	2
Post-graduate study: specialization	\$49,333	3	\$70,953	31
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$180,042	2	\$150,360	10
Professional or technical certification*	\$90,000	1	\$115,168	5

\* Such as CPA, paralegal, apprenticeship in a trade, etc.

### Credentials and Compensation – Canada

Being a CFRE is the most widely recognized fundraising certification attained among the Canadian AFP members participating in this study. Thirty-four percent of the individuals answering the question about certification as a CFRE. The number of responses is too few for valid comparison until 11 years or more of experience. For that row, those who are a CFRE averaged 14 percent more compensation than those who are not.

**Table 13: CFRE holders earn more on average – Canada**

Based on those who work 30 hours a week or more.

Years of experience	Hold CFRE (n=119)			Not CFRE (n=229)		
	Average	Median	n	Average	n=2,452	n
5 to 6	\$78,656	\$83,000	9	\$73,939	\$69,000	49
7 to 8	\$78,542	\$80,750	12	\$79,246	\$65,500	24
9 to 10	\$102,117	\$95,750	6	\$83,274	\$75,000	34
11 or more	\$123,490	\$110,000	92	\$108,298	\$90,500	122

Excludes those not responding to the question about certification. Cells with fewer than 30 participants should be used with caution.

# Additional Factors Canada

## Amount Raised and Compensation – Canada

APPENDIX I.B: COMPENSATION — CANADA, TABLE 50 has compensation data for Canada organized by the amount the organization raised in 2021. While these are helpful data points when setting salaries or seeking benchmarks for negotiation, long-term data show that these are not important drivers of compensation when considering the other factors (overall budget size, job title, education level of the employee, and gender).

## Compensation and Geographic Scope of the Organization – Canada

For negotiation, long-term data show that the organization's scope is not an important driver of compensation when considering the other factors (overall budget size, job title, education level of the employee, and gender). However, there are differences likely linked to organizations' total budgets and the choices organizations make of whom to recruit. For one job, chief development officer, the table below shows the difference based on a given organization's scope of work.

**Table 14: Average chief development officer salary by organizational scope in 2021 – Canada**

Study participants could pick more than one scope. Table includes only those working 30+ hours/week.

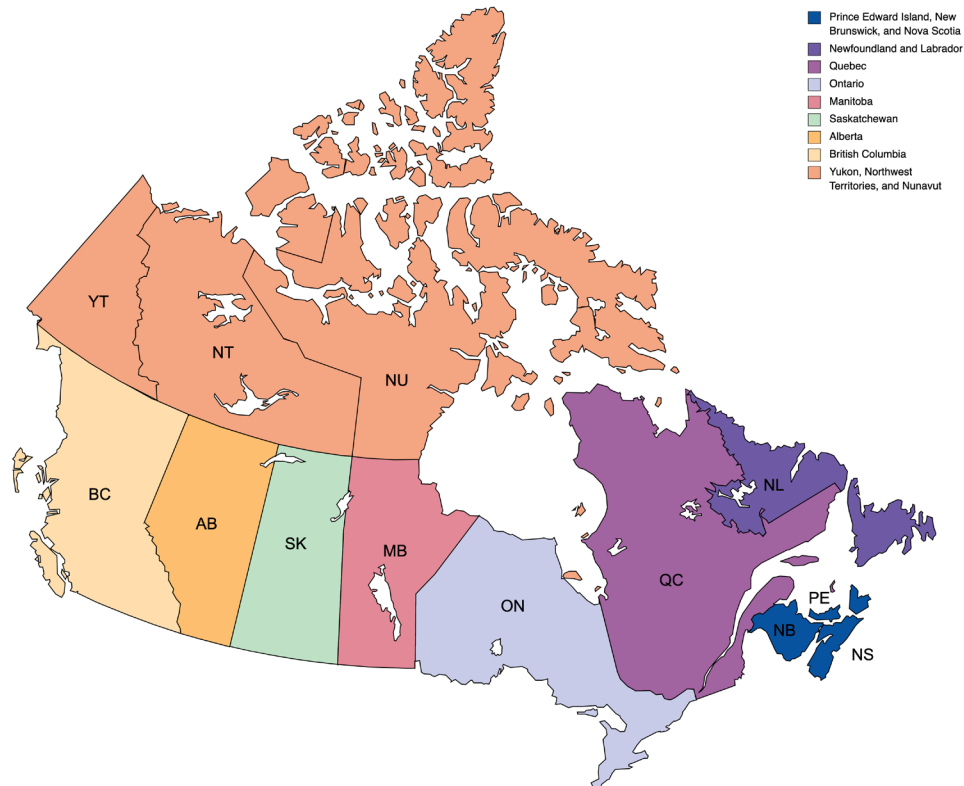
Organization's scope of work	Mean	n	% Difference from National Mean
All in file	\$109,165	100	—
International		Too few to include	
National	\$136,255	19	25%
Regional (parts of more than one province)		Too few to include	
Selected provinces		Too few to include	
Statewide	\$102,889	18	-6%
Local	\$98,256	41	-10%

## 2021 Compensation by Province – Canada

Compensation for fundraisers was lowest in the Atlantic provinces and highest in Saskatchewan, followed by Ontario and Quebec. Note that the comparatively few responses from Saskatchewan suggest that the average salary there of more than \$100,000 is not necessarily representative for the entire province.

## Figure 8: Provinces in Canada

Created with MapChart.net



### Table 15: Regional salary averages and medians, 2021 – Canada

Provinces/Regions with fewer than 30 responses should be used with caution.

Province/region of Canada	n	Mean	Median	Difference from National	
				Mean	Median
Newfoundland and Labrador	11	\$69,182	\$65,000	-27%	-21%
Prince Edward Island, New Brunswick, Nova Scotia	34	\$85,786	\$73,600	-9%	-10%
Quebec	34	\$92,023	\$84,500	-2%	3%
Ontario	211	\$101,075	\$86,000	7%	5%
Manitoba	22	\$73,279	\$65,457	-22%	-20%
Saskatchewan	16	\$104,922	\$99,000	11%	11%
Alberta	46	\$88,623	\$77,500	-6%	-5%
British Columbia	55	\$89,483	\$86,000	-5%	5%
Yukon, Northwest Territories, Nunavut	0	n.d.	n.d.		

n.d. = No data.

## 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 2022 are similar to those collected in early 2021, based on the comparative strength of the correlations of the different factors.

## Ethnic Heritage or Race Associated With 4 Percent More in Compensation – Canada

In Canada, 15 percent of participants selected a race or ethnic heritage other than only white/Caucasian. This provides at least 50 participants who worked 30 hours a week or more for comparison of salaries for people considered by Statistics Canada to be “visible minorities” and those who are not. In this study, “visible minority” participants earned, on average, four percent more than white-only participants. Demographic data about survey participants in Canada appears in [APPENDIX III: BASIC DESCRIPTIVE STATISTICS](#).

**Table 16: Average compensation by race or ethnic heritage – Canada**

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

Race/ethnicity category	Mean	Media	n
Visible Minority*	\$98,201	\$82,600	50
White-only/Caucasian/European, and non-Hispanic	\$94,139	\$80,000	283

\* Includes non-white categories, including Multiracial/Multi-ethnic. The term “visible minority” is used by Statistics Canada and might not be a term used by individuals in the study.

## 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. Of the 407 Canadians who participated and provided salary data, 102 (25 percent) also indicated that in the past two years they had done at least one of the following:

- Taken time off work to raise children.
- Taken time off work to care for family members.
- Taken time off work to care for their own health.

Among women participants in this study, 13 percent said they had taken time off in the past two years to raise children, compared with 10 percent of men. Among women, 7 percent took time to care for family members, compared with 6 percent of men. Again, among women, 13 percent took time to care for their own health, compared with 11 percent of men.

None of these differences by men and women are different by gender, in statistical terms, at these sample sizes.

The total study included individuals who either did not identify a gender or who selected another option, not man or woman. Among those, just seven reported taking time off for any of the reasons listed. The sample is not large enough for useful analysis.

When AFP next does a longitudinal analysis with multiple years of survey responses, responses to this question will be considered as a possible driver of compensation. In the last such analysis, released in 2019, career gaps were not significant when all other factors were considered.

# Section II.A: Benefits – U.S.

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

## Health Benefits – U.S.

The percentages are based only on those who answered the health benefits section. This differs from prior years, so it is not appropriate to compare results before this survey with this year’s findings. In the U.S.;

- 93 percent of those answering this question indicated that their organization provides some health benefits.
- 7 percent of U.S. participants reported NO health-related benefit.

Other forms of health expense coverage from employers included:

- 77 percent receive dental coverage.
- 70 percent have vision care insurance.
- 54 percent have some coverage for prescriptions.
- Medical Savings Accounts (MSA)/Health Savings Accounts (HSA) are offered at 41 percent of employers and flexible benefits (health or childcare) accounts are offered at 44 percent.

The survey about 2021 asked about changes made during the year in medical benefits. In the U.S., among 2,010 employed, non-consultant participants who noted anything about changes in medical insurance coverage:

- 33 percent indicated the amount employees pay for health insurance increased.
- 63 percent said their employer made no change to employee premiums for health insurance.
- 4 percent said their employer reduced premiums for health insurance.

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 refer to the report released in 2020 about compensation and benefits in 2019.

**APPENDIX II.A: BENEFITS – U.S., TABLE 61** contains detailed data organized by job title. The smaller the number of participants, the more careful you must be in extrapolating from the data. That is, the greater the possibility that the average and median are driven by some unusual values. Use your judgment and evaluate possibilities with nearby values for categories with more responses.

## Retirement Benefits – U.S.

The percentages are based only on those who answered the retirement benefits section. This differs from prior years, so it is not appropriate to compare results before this survey with this year's findings.

Among the almost 2,900 U.S. participants who answered this section:

- 47 percent of participants indicated they can participate in a 401(k) plan.
- 47 percent of participants are offered a 403(b) plan.
- 10 percent reported their employer has a defined benefit plan.

This year's survey did not ask about the share of salary contributed by employers to 401(k), 403(b), or IRA plans, nor about limits for matching employee contributions. For the most recent information about those questions, please refer to the report released in 2020 about compensation and benefits in 2019.

### Table 17: Retirement plans offered, 2021 – U.S.

Answered retirement questions, n = 2,881. Represents participants who answered at least one question about retirement plans. See Appendix for definitions.

Selected types of plans	Percentage Offered*
401(k)	47%
403(b)	47%
Other defined contribution plan (includes employer contributions to an IRA)	34%
Defined benefit plan	10%
My organization doesn't offer retirement benefits.	13%

\* Excludes non-response. Does include "I don't know" which was less than 1 percent of all three retirement plan questions combined. Some organizations offer both a 401(k) and a 403(b) option.

The survey about 2021 asked about changes made during the year in retirement benefits. In the U.S., among 1,847 employed, non-consultant participants who noted anything about changes in retirement benefits:

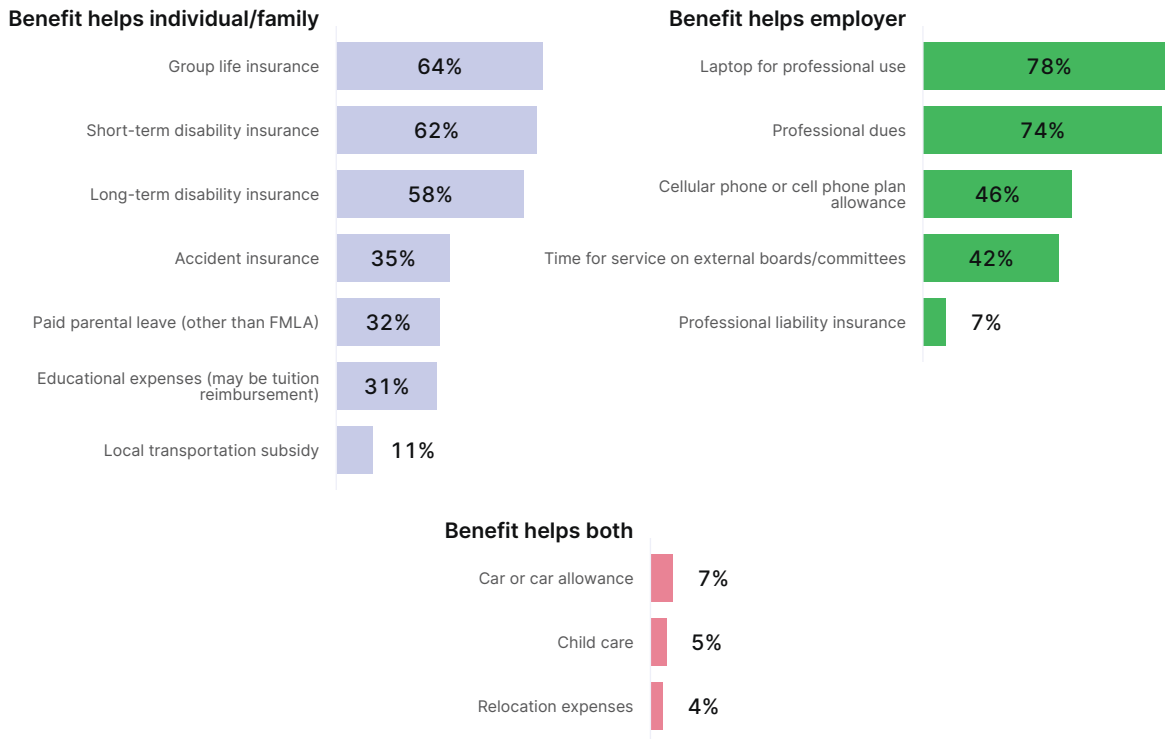
- 9 percent indicated that their employer increased the employer contributions for retirement.
- 86 percent said their employer made no change to its retirement contributions.
- 6 percent said retirement contributions by their employer declined.

This year's survey did not ask about the percentages or amounts contributed by employers to retirement plans. See the report about 2020, released in 2021, for data on that question.

## Other Benefits – U.S.

Employers offer a variety of other benefits, from laptop computer (very common, more than three-quarters of survey participants in each country report this) to childcare on-site or a childcare benefit (4.6 percent of U.S. respondents). **TABLE 63** in **APPENDIX II.A: BENEFITS – U.S.** provides the Other Benefits data by position for more than 2,800 study participants in the U.S. who answered the two questions about other benefits.

**Figure 9: 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, 2021 – U.S.**



The survey about 2021 asked about whether an employer added or stopped offering any other benefits during the year. In the U.S., among 2,370 employed, non-consultant participants who noted anything about changes in benefits:

- 18 percent indicated that their employer added a new benefit during 2021.
- 73 percent said their employer made no change to other benefits.
- 3 percent said their employer cut benefits previously offered.
- 6 percent said some benefits were added and others cut during the year.



# Section II.B Benefits – Canada

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

## Health Benefits – Canada

Using responses to the benefits questions only, 423 Canadian participants indicated the following:

- 94 percent of Canadian participants reported some form of health insurance coverage.
- 6 percent said their employer offers no form of health benefits.

Among those with coverage:

- 81 percent receive coverage for basic hospitalization and major medical costs.
- Prescriptions are covered at least in part for 88 percent.
- 74 percent have vision care insurance.
- 88 percent are offered dental insurance.

In addition, flexible benefit accounts were offered to 25 percent of Canadian respondents.

The survey about 2021 asked about changes made during the year in medical benefits. In Canada, among 234 employed, non-consultant participants who noted anything about changes in medical coverage,

- 10 percent indicated that their employer increased the employee premiums for healthcare insurance.
- 86 percent said their employer made no change to healthcare premiums.
- 4 percent said employee premiums for healthcare declined.

**APPENDIX II.B: BENEFITS – CANADA** contains detailed data organized by job title. The smaller the number of participants, the more careful you must be in extrapolating from the data. That is, the greater the possibility that the average and median are driven by some unusual values. Use your judgment and evaluate possibilities with nearby values for categories with more responses.

## Retirement Benefits – Canada

The percentages are based only on those who answered the retirement benefits section. This differs from prior years, so it is not appropriate to compare results before this survey with this year’s findings. Among the 430 Canadian participants who answered this section, 79 percent have at least one type of retirement plan. Further:

- 31 percent of participants indicated they can participate in a defined pension benefit plan.
- 36 percent reported their employer has a Group Registered Retirement Saving Plan.

This year’s survey did not ask about the share of salary or amount contributed by employers toward retirement. For the most recent information about those questions, please refer to the report released in 2020 about compensation and benefits in 2019.

## Table 18: Retirement plans offered, 2021 – Canada

Includes participants answering at least one of the retirement questions, n = 430. Represents participants who answered at least one question about retirement plans. People could select all that apply. Excludes non-responses. See Appendix for definitions.

Selected types of plans	Percentage Offered
Defined Benefit Pension Plan	31%
Defined Contribution Plan	17%
Profit-sharing plan	0.5%
Group Registered Retirement Savings Plan (GRSP)	36%
My organization does not offer retirement benefits	21%
Don't know	3%

**TABLE 66** in **APPENDIX II.B: BENEFITS — CANADA** provides the retirement benefits data by position for 430 Canadian participants who answered this section.

The survey about 2021 asked about changes made during the year in retirement benefits. In Canada, among 231 employed, non-consultant participants who noted anything about changes in retirement benefits:

- 8 percent indicated that their employer increased the employer contributions for a retirement plan.
- 91 percent said their employer made no change to its retirement contributions
- 1 percent said retirement contributions by their employer declined.

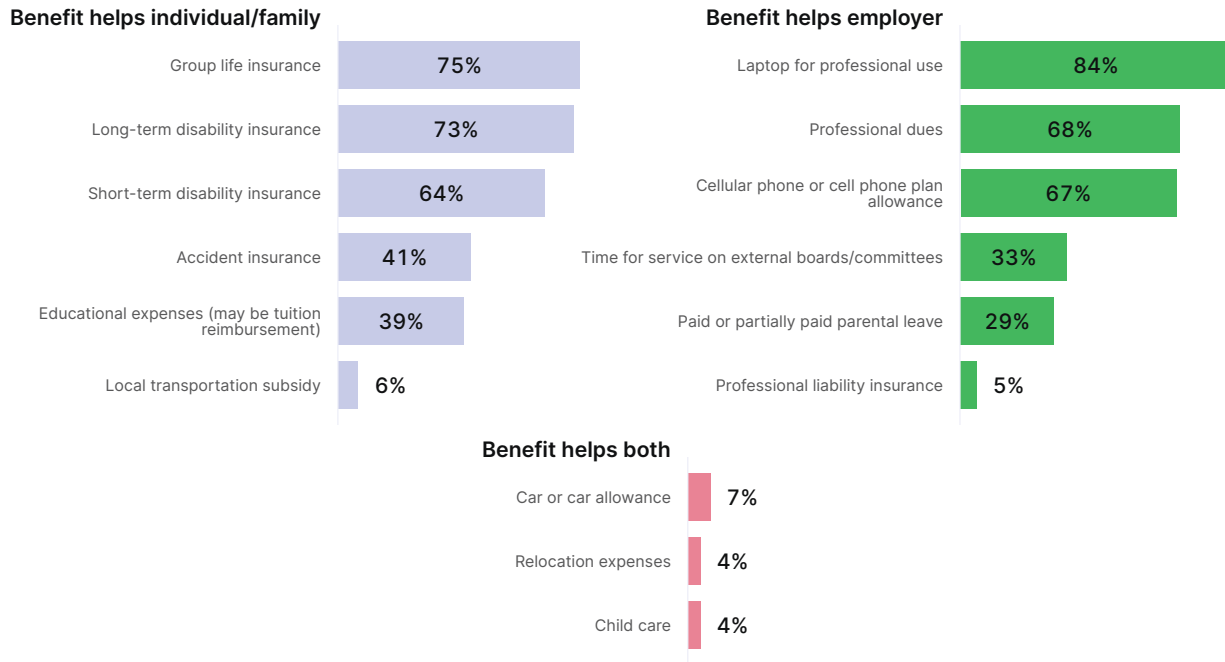
If you want to examine retirement benefits by position, go to **APPENDIX II.B: BENEFITS — CANADA**, **TABLE 66**. When you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in extrapolating from the data.

## Other Benefits – Canada

Employers offer a variety of other benefits, from laptop computer (very common, more than three-quarters of survey participants in each country report this) to childcare on-site or a childcare benefit (3.8 percent of Canadians).

**FIGURE 10** below shows overall frequencies of other benefits for 420 Canadian study participants. More detail by position can be found in **APPENDIX II.B: BENEFITS — CANADA, TABLE 67**.

**Figure 10: 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, 2021 – Canada**



The survey about 2021 asked about whether an employer added or stopped offering any other benefits during the year. In Canada, among 332 employed, non-consultant participants who noted anything about changes in benefits:

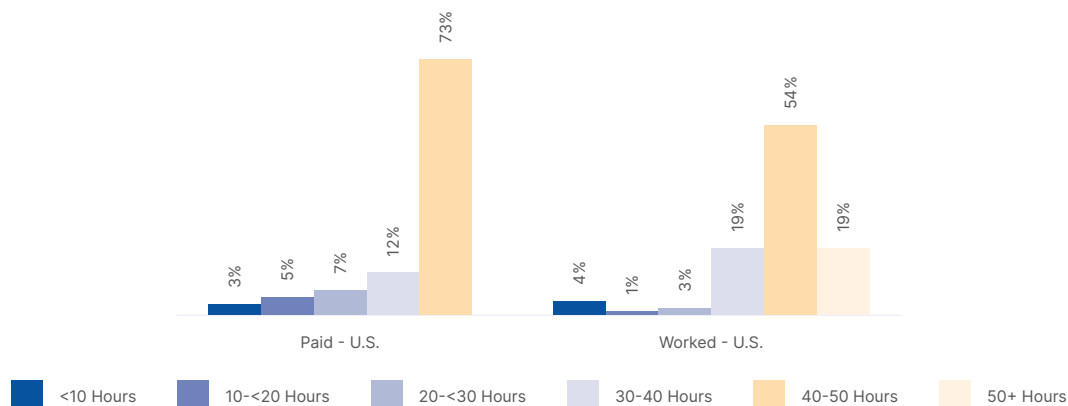
- 17 percent indicated their employer added a new benefit during 2021.
- 78 percent said their employer made no change to other benefits.
- 2 percent said their employer cut benefits previously offered.
- 3 percent said some benefits were added and others cut during the year.

# Section III: Hours That Fundraising Professionals Work

A full-time “work week” is defined as 35 to 40 hours a week, yet many fundraising staff members work far longer hours than those. The AFP Research Council asked that the 2022 edition of the Compensation and Benefits Study compare hours worked with time for which people are compensated.

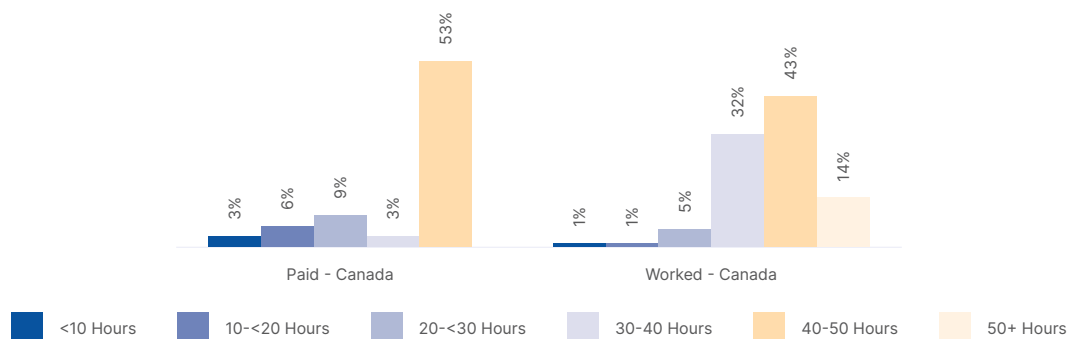
In the U.S., 73 percent of study participants reported being paid for 40 hours a week, yet 54 percent worked between 40 and 50 hours in a typical week. Nearly one in five (19 percent) worked more than 50 hours in a typical week.

**Figure 11: Distribution of hours paid versus hours worked per week, 2021 – U.S.**



In Canada, 53 percent of study participants reported being paid for 40 hours a week, yet 43 percent worked between 40 and 50 hours in a typical week. Fourteen percent worked more than 50 hours in a typical week.

**Figure 12: Distribution of hours paid versus hours worked per week, 2021 – Canada**



One might expect that people paid for 40 hours are mostly likely to be those who are working more than 50. However, many individuals paid for as little as ten hours a week are working more than 40. This is especially true at the leadership level: executive director and CEO.

- 60 percent of CEOs/EDs work more than 10 hours a week more than they are paid. This includes all organizational sizes and all numbers of paid hours.
- Among those paid for 40 hours, at least one-third work more than 50 hours in a typical week.
- Among those paid for 20 hours (half-time), 88 percent report they are typically working 50 hours or more.

As with CEOs/EDs, the probability of working 10 hours or more than the number of paid hours increases as paid hours goes down.

- 87 percent of those paid for 10 to 20 hours a week are working more than 30.
- 100 percent of CDOs paid for less than 10 hours a week are working more than 20.
- One-third of chief development officers (32%) work more than 10 hours a week above what they are paid in a typical week.

About one-quarter of fundraising directors and fundraising officers work more than 10 hours in a typical week than the number for which they are paid, with most of those paid for less than 30 hours a week.

Around one in five people (18%) in other fundraising positions are working at least 10 hours a week more than for which they are paid. This includes 58 percent of people paid for 10 hours a week or less.

Said another way, consider carefully when designing or accepting a part-time position.

## Comments From the Survey

"Compensation can seem reasonable, but there are many implied hours of work without pay because small organizations like mine only have 1 development employee. The job has to get done whether or not there are hours allowed in the budget."

"Underpaid for the amount of time put in and little to no raises."

"Small organizations cannot offer competitive pay or benefits (even when you work beyond normal hours!) making it hard to continue working there."

"There is this idea that nonprofit employees should not be paid well so that more of the organization's resources can go towards its mission. However, if you pay a competitive wage, you are more likely to gain and retain better candidates that will help raise more money. If you continue to expect fundraising professionals to do the work equivalent of 2-3 FT workers and pay them low wages, they are going to burn out and look for ways out of the nonprofit industry."

# Section IV: Equity and Inclusion in Nonprofit Governance and Staffing

As part of AFP's commitment to inclusion, diversity, equity, and access for all fundraising professionals, the Compensation and Benefits Study asks members about supervisors and leadership within their organizations at the board level and among their colleagues in fundraising.

The Association tracks attributes of organizational board composition because studies of for-profit companies have found that pay scales, commitment to diversity and equity, and even shareholder returns are higher when a higher percentage of board members are women.

## Diversity and Inclusion at Board Level

### About Four in 10 Organizations Have at Least 50 Percent Women on the Board

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

For 2021, 43 percent of U.S. organizations and 50 percent of Canadian said their board was 50 percent or more women. These results are slightly higher than for 2018-2019, when just under 40 percent reported at least half of board members were women, and an increase in Canada from 43 percent in 2020 to 50 percent in 2021. The U.S. results for 2021 are very similar to those for 2020.

**Table 19: What percentage of your organization's board identifies as female?**

	U.S. (n=2,606)		Canada (n=378)	
	%	n	%	n
Less than 10%	2%	55	1%	3
10%-24.9%	9%	239	5%	19
25%-49.9%	46%	1,204	44%	167
50%-74.9%	35%	910	42%	159
75% or more	8%	198	8%	30

## More Than 40 Percent of Organizations Have 25 Percent or More of Board Members From Under-Represented Groups

This is the second wave of the AFP Compensation and Benefit Study to ask about “minority or under-represented groups” on the board of trustees of the participant’s employer organization. In the U.S., 40 percent of the population identifies as Hispanic (including white Hispanic), Asian, Black, Indigenous, Native Alaskan, Native Hawaiian, or Pacific Islander.<sup>5</sup> In Canada, 22 percent of the population in 2016 was a “visible minority.”<sup>6</sup>

The study question asked for the number of people on the governing board, then for the number who identify as a “member of a minority or from a group considered under-represented in leadership positions.” Using the responses, 38 percent of U.S.-based organizations report having one-quarter or more of their board members from minority or under-represented groups, up from 33 percent in 2020. At this sample size, the 5 percent increase is considered statistically significant. If 100 other similar surveys asked about 2020 board composition, 95 percent would show a similar change.

**Table 20: What percentage of your organization's board identifies as a member of a minority or from a group under-represented in leadership positions?**

	U.S. (n=2,392)		Canada (n=321)	
	%	n	%	n
Less than 10%	26%	630	32%	104
10%-24.9%	36%	849	33%	106
25%-49.9%	27%	652	25%	81
50%-74.9%	7%	177	7%	21
75% or more	4%	84	3%	11

In Canada, 35 percent of responding organizations said in 2021 that one-quarter or more of their board is from under-represented groups. This is an increase from 29 percent in 2020. The change in Canada is in a meaningful direction but could be explained by chance. It is not statistically significant at this sample size.

The question asked about people who identify as “members of a minority group or of a group that is under-represented in professional positions.” As examples, the question offered: “people who identify as Black, Indigenous, People of Color, and/or Hispanic; or people who are under-represented in professional roles because of gender identity, disability, religious beliefs, economic status, or other demographic traits.” Thus, a study participant could define “under-represented” in their own context and demographic setting.

5 U.S. data from [National Population by Characteristics: 2010-2019](#), 60% of the population of one-race identifies as white, not Hispanic; 16% identifies as white and Hispanic; and 24% identifies as Black or African American, American Indian, Alaska Native, Asian, Native Hawaiian, or Other Pacific Islander, or as more than one race.

6 Canadian data from Statistics Canada table for 1981 to 2036 (estimated). The [most recent census result](#) is for 2016, which is the figure used.

## In U.S., Organizations Founded for Empowering Under-Represented Groups More Likely to Include Board Members From Under-Represented Groups

A total of 756 U.S. participants identified their organization as having a “principal mission to serve or empower people who are considered under-represented in positions of authority and power” (27 percent). On average, organizations with a mission related to under-represented groups had 34 percent of their board members from under-represented groups. This is far more than among organizations whose mission does not relate to under-represented groups, for which—on average—24 percent of board members were from such groups.

In Canada, 73 participants indicated that their organization has a principal mission to serve or empower people who are considered under-represented in positions of authority or power. Another 315 said that was not a principal mission. Among the groups whose mission relates to under-represented people, the share of board members who are from groups under-represented in leadership is, on average, 31 percent. In other groups, without such a mission, the average share of board members from under-represented groups is 19 percent.

This is the second year we have looked at this question. As more data are collected over time, AFP will be able to investigate further the extent to which board composition by race or ethnic heritage or other areas of under-representation might intertwine with board membership, salary, and benefits.

## Gender Representation Among Supervisors in Fundraising

The 2021 wave of the study asked, for the fourth time, about the gender of an individual participant’s supervisor, in an effort to build a dataset to evaluate the interactions between manager and staff and compensation, if any.

The distribution found for 2021 is very similar to the results for prior years, with just over half of U.S. participants reporting to a woman (50 percent and 53 percent of Canadian participants); 28 percent in the U.S. (and 21 percent in Canada) reporting to a man; and others reporting to multiple individuals or to the board as a whole (18 percent in the U.S. and 22 percent in Canada); or to no one at all as a self-employed consultant (3 to 4 percent).

**Table 21: To whom do you report?**

	U.S. (n=2,981)		Canada (n=453)	
	%	n	%	n
A supervisor who does not identify within the binary gender system	0.6%	19	0.2%	1
A supervisor who identifies as female	50%	1,501	53%	231
A supervisor who identifies as male	28%	835	21%	90
Does not apply. Self-employed consultant or a principal in the firm	3%	101	3%	13
More than one individual on staff	4%	105	3%	11
The board	14%	420	20%	88



## Staff Diversity

In 2021, AFP released two reports in 2021 on [intersectionality and bias](#) and on the [urgent need for inclusion, diversity, equity, and access](#) in the fundraising profession. Each found long-standing barriers and opportunities for organizations to create and follow policies and procedures that could open the profession to people who have historically been excluded. This wave of the Compensation and Benefits Study is the first to ask explicitly about the composition of staff and the share that are from groups often under-represented in professional roles. As in other questions, the definition of “under-represented” is left to the study participant and will reflect different demographic settings and community needs.

In both the U.S. and Canada, around one-third of study participants indicated that 25 percent or more of the fundraising staff at their organization identify as a member of a minority or from a group under-represented in professional positions.

**Table 22: What percentage of your organization's fundraising staff identifies as a member of a minority or from a group under-represented in professional positions?**

	U.S. (n=2,656)		Canada (n=371)	
	%	n	%	n
Less than 10%	54%	1,434	51%	190
10%-24.9%	11%	296	16%	58
25%-49.9%	15%	387	17%	65
50%-74.9%	10%	270	10%	36
75% or more	10%	269	6%	22

However, the result was not uniform across organizations. Employers with a mission to serve people who are under-represented were more likely to have more inclusive staff. In the U.S., on average, when a group focuses on people who are under-represented, the staff has 32 percent of its members from under-represented groups. This compared with 17 percent of staff members, on average, from under-represented groups when the organization does not have a mission to serve or empower people who are considered under-represented.

In Canada, among groups with a mission focused on people from under-represented groups, on average, one-third of fundraising staff were also from under-represented groups. This compared with 16 percent of fundraising staff from under-represented groups in organizations who do not have a mission focused on this type of work.

### Comments From the Survey

“Pay Equity is a challenge - seen best by looking at philanthropy leadership for major non profits. Mostly white males and females.”

“...the board often does not think that their staff need a raise. Many are still of the mind that we should be volunteering our time for the cause.”

“My non-profit is reluctant to pay ‘too much’ because they don't want people to ‘take the job for the money.’ Instead, they want employees to be so motivated by the mission that they will ‘go above and beyond.’ The lack of work-life balance that the boomer generation tolerated is a thing of the past as a post-covid population is increasingly unwilling to be constantly on call/email accessible for no additional pay.”

# Section V: What Is Coming for 2022?

The survey asked participants in early 2022 about what they anticipate for the year to come, both for their own employment and for compensation changes. A high majority (75 to 77 percent, depending on country) anticipate remaining with the organization where they worked at the end of 2021. Just over one-sixth (15 percent in the U.S. and 16 percent in Canada) intended to seek employment somewhere else. Seven to 8 percent intend to leave the profession—either seeking work in a different field or retiring (2 percent in each country).

**Table 23: Fundraising professionals' employment plans for 2022**

What do you anticipate about your employment in the next 12 months?	U.S. (n=2,902)		Canada (n=420)	
	%	n	%	n
I plan to remain with the organization where I worked as of December 2021.	77%	2,227	75%	314
I plan to remain in fundraising but not at the organization where I was in December 2021.	15%	420	16%	65
I plan to find a job that is not in fundraising.	5%	149	6%	25
I plan to retire.	2%	50	2%	7
None of the above	2%	56	2%	9

Only those expecting to remain in fundraising were asked about salary changes they might expect for 2022. In Canada, 65 percent project an increase, one-third anticipate no change, and 2 percent think their compensation will decline. In the U.S., people are more likely to project compensation growth (77 percent) and less likely to anticipate no change (22 percent). Just 1 percent think compensation will drop.

**Table 24: Expected salary changes for 2022**

In what direction do you think your salary will change in 2022 compared with 2021?	U.S. (n=2,701)		Canada (n=389)	
	%	n	%	n
Up	77%	2,082	65%	253
No change	22%	582	33%	130
Down	1%	37	2%	6

# Appendix I.A:

## Compensation – U.S.

Salary data is shown by job title, including sub-tables by organizational characteristics (subsector, scope, fundraising staff size, amount raised, region of the country, and metropolitan area) and individual characteristics (years of experience, age, education, and certifications).

**Table 25: Change in compensation – U.S.**

Considering your salary or wages in 2020, by what percentage did your professional income change in 2021?	U.S. (n=2,959)	
	n	%
Down 10% or more	125	4.2%
Down 7-9%	18	0.6%
Down 4-6%	38	1.3%
Down 1-3%	45	1.5%
No change	675	22.8%
Up 1-3%	1,027	34.7%
Up 4-6%	375	12.7%
Up 7-9%	160	5.4%
Up 10% or more	496	16.8%

**Table 26: Compensation by position – U.S.**

Current Position	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
President, CEO, or Executive Director	\$102,383	\$106,131	4%	\$86,000	\$94,000	9%	\$70,000	\$130,000	398
Dean or Unit Head	-	\$164,725	-	-	\$164,450	-	\$127,500	\$201,950	4
Chief Operating Officer	-	\$107,564	-	-	\$105,500	-	\$70,000	\$130,000	62
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	\$97,192	\$98,599	1%	\$85,000	\$85,000	0%	\$69,233	\$117,250	1104
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	\$93,940	\$100,929	7%	\$83,500	\$89,000	7%	\$65,000	\$121,000	147
Program Director/Manager	\$73,354	\$80,636	10%	\$67,000	\$72,000	7%	\$58,000	\$94,748	327
Fundraising Officer	\$71,060	\$75,019	6%	\$66,000	\$71,000	8%	\$58,000	\$86,000	473
Grants Manager	-	\$59,888	-%	-	\$58,120	-	\$50,350	\$69,320	84
Other Fundraising Staff Position	\$48,377	\$49,966	3%	\$46,000	\$47,000	2%	\$41,000	\$56,000	197
Consultant	-	\$103,426	-	-	\$81,000	-	\$50,000	\$135,000	115
Consultant - Principal	\$119,829	-	-	\$117,500	-	-	-	-	-
Consultant - Staff Member	\$60,625	-	-	\$60,000	-	-	-	-	-
Consultant - Specialized	\$82,557	-	-	\$70,500	-	-	-	-	-
Moved to employment in a field other than fundraising	-	\$103,426	-	-	\$81,000	-	\$50,000	\$135,000	115
Not working in fundraising at the end of 2021 but hoping to find work in the field again	-	-	-	-	-	-	-	-	-
Retired	-	\$73,448	-	-	\$70,000	-	\$54,000	\$84,000	29
Other	\$76,275	-	-	\$62,000	-	-	-	-	-

**Table 27: Compensation by subsector – U.S.**

Subsector / Organizational Focus	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
Animals/Animal Welfare	\$75,910	\$86,594	14%	\$66,575	\$77,250	16%	\$52,000	\$102,000	80
Arts, Culture and Humanities	\$77,396	\$80,257	4%	\$64,000	\$70,000	9%	\$53,000	\$95,000	335
Association or Membership Foundation	\$85,386	\$94,635	11%	\$82,500	\$93,000	13%	\$67,000	\$122,000	43
Civic and Public Affairs	\$83,166	\$80,149	-4%	\$67,750	\$74,750	10%	\$56,783	\$90,000	106
Community Development/Economic Development	\$74,352	\$76,541	3%	\$62,125	\$65,000	5%	\$52,700	\$89,000	129
Consultant	-	\$72,400	-	-	\$60,000	-	\$48,300	\$96,500	4
Education: Higher Education	\$99,167	\$101,500	2%	\$85,000	\$90,000	6%	\$70,000	\$122,500	328
Education	\$85,704	-	-	\$75,000	-	-	-	-	-
Education: Not Higher Education	\$78,445	\$86,231	10%	\$68,700	\$75,000	9%	\$58,240	\$103,000	354
Emergency Relief/Humanitarian Aid	\$75,720	-	-	\$75,000	-	-	-	-	-
Environment	\$81,676	\$83,308	2%	\$73,000	\$77,500	6%	\$60,000	\$95,728	164
Fundraising and Allocation	\$79,549	\$85,739	8%	\$72,000	\$78,000	8%	\$57,500	\$104,000	102
Government or Quasi-Governmental Agency	\$74,590	\$78,982	6%	\$69,000	\$74,750	8%	\$55,000	\$83,000	14
Health	\$92,124	\$98,015	6%	\$80,000	\$85,000	6%	\$65,000	\$118,000	503
Human Services	\$74,420	\$82,878	11%	\$66,000	\$75,000	14%	\$60,000	\$97,788	856
International	\$97,055	\$87,736	-10%	\$75,000	\$79,000	5%	\$55,800	\$108,000	35
National or Regional Health Agency	\$89,274	-	-	\$72,000	-	-	-	-	-
Public Broadcasting, Nonprofit Publishing	\$118,305	-	-	\$71,000	-	-	-	-	-
Religion	\$84,144	\$85,658	2%	\$75,000	\$85,000	13%	\$56,000	\$110,000	95
Scientific/Social Science Research or Other Educational Body	\$103,875	\$89,924	-13%	\$108,000	\$87,000	-19%	\$66,500	\$115,000	43
None of the above	-	\$93,125	-	-	\$69,000	-	\$55,000	\$93,000	80

**Table 28: Compensation by organizational region – U.S.**

Organizational Region	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	-	\$96,921	-	-	\$85,000	-	\$65,000	\$120,000	153
Mid-Atlantic (New Jersey, New York, Pennsylvania)	-	\$92,114	-	-	\$80,000	-	\$61,200	\$110,000	382
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	-	\$88,896	-	-	\$77,000	-	\$60,000	\$105,000	574
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	-	\$80,703	-	-	\$75,000	-	\$60,000	\$99,000	111
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	-	\$87,399	-	-	\$78,000	-	\$60,000	\$108,000	335
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	-	\$80,693	-	-	\$72,000	-	\$55,000	\$94,807	540
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	-	\$89,158	-	-	\$77,237	-	\$60,000	\$102,000	258
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	-	\$86,678	-	-	\$75,000	-	\$58,000	\$99,950	182
Pacific (Alaska, California, Hawaii, Oregon, Washington)	-	\$104,812	-	-	\$91,000	-	\$70,000	\$125,000	406
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	-	-	-	-	-	-	-	-	0

**Table 29: Compensation by organizational scope – U.S.**

Scope of Service	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
International	\$98,028	\$106,928	9%	\$82,000	\$90,000	10%	\$70,000	\$125,000	297
National	\$99,141	\$102,316	3%	\$85,000	\$85,000	0%	\$65,000	\$125,000	468
Selected States/Provinces	-	\$95,575	-	-	\$78,500	-	\$60,000	\$115,000	99
Regional	-	\$90,820	-	-	\$80,000	-	\$60,000	\$108,000	456
Statewide/Provincewide	\$84,318	\$85,987	2%	\$74,000	\$75,000	1%	\$60,000	\$103,000	531
Local	\$76,568	\$83,212	9%	\$69,000	\$73,500	7%	\$55,937	\$98,000	1614

**Table 30: Size of metropolitan area where the survey participant's office is located – U.S.**

Size of Metro Area	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
Population less than 50,000	\$76,392	\$77,471	1%	\$64,326	\$71,804	12%	\$55,000	\$92,000	331
Population of 50,000-999,999	\$75,702	\$80,681	7%	\$67,000	\$73,000	9%	\$56,000	\$95,000	1339
Population of 1,000,000-2,999,999	\$88,054	\$95,255	8%	\$79,250	\$81,000	2%	\$62,400	\$111,000	685
Population of 3 million or more	\$104,680	\$111,557	7%	\$90,000	\$96,000	7%	\$72,000	\$131,000	583

**Table 31: Compensation by organizational total expenditures (budget) – U.S.**

Annual Budget of Organization	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
Less than \$250,000	\$59,784	\$61,140	2%	\$55,500	\$57,200	3%	\$42,000	\$77,500	97
\$250,000-\$499,999	\$72,833	\$74,489	2%	\$65,000	\$70,000	8%	\$50,000	\$89,000	157
\$500,000-\$999,999	\$68,905	\$81,939	19%	\$61,000	\$70,000	15%	\$55,000	\$92,000	256
\$1,000,000-\$2,999,999	\$73,628	\$79,425	8%	\$65,000	\$73,000	12%	\$58,050	\$95,000	539
\$3,000,000-\$4,999,999	\$78,049	\$84,759	9%	\$70,000	\$75,050	7%	\$60,000	\$100,000	284
\$5,000,000-\$9,999,999	\$86,716	\$93,698	8%	\$78,000	\$82,000	5%	\$65,000	\$113,000	295
\$10,000,000-\$49,999,999	\$96,190	\$99,637	4%	\$83,000	\$89,000	7%	\$68,000	\$120,000	515
\$50,000,000-\$74,999,999	\$97,950	\$120,199	23%	\$85,000	\$99,750	17%	\$80,000	\$149,000	78
\$75,000,000-\$99,999,999	\$101,664	\$106,980	5%	\$85,000	\$98,000	15%	\$73,000	\$139,124	55
\$100 million or more	\$121,052	\$123,776	2%	\$103,000	\$110,000	7%	\$77,000	\$157,418	161
I don't know	\$70,955	\$78,022	10%	\$65,500	\$72,000	10%	\$59,000	\$90,000	349

**Table 32: Compensation by amount raised – U.S.**

Annual Amount Raised	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$85,060	\$89,799	6%	\$74,000	\$78,000	5%	\$60,000	\$105,000	2,945
Sample without top 5%	\$76,920	\$81,545	6%	\$72,000	\$75,000	4%	\$60,000	\$100,000	2,782
Less than \$100,000	\$54,172	\$59,369	10%	\$50,000	\$55,000	10%	\$42,000	\$70,000	82
\$100,000-\$249,999	\$61,198	\$66,817	9%	\$57,000	\$63,303	11%	\$50,000	\$80,000	150
\$250,000-\$499,999	\$65,130	\$70,272	8%	\$60,000	\$66,500	11%	\$53,000	\$81,000	254
\$500,000-\$999,999	\$72,032	\$79,989	11%	\$66,000	\$71,402	8%	\$57,500	\$92,850	384
\$1,000,000-\$2,999,999	\$79,673	\$85,275	7%	\$74,000	\$79,800	8%	\$61,424	\$102,000	687
\$3,000,000-\$4,999,999	\$86,104	\$94,248	9%	\$79,000	\$81,000	3%	\$65,000	\$115,000	273
\$5,000,000-\$9,999,999	\$98,845	\$103,802	5%	\$85,000	\$90,000	6%	\$70,000	\$128,000	281
\$10,000,000-\$49,999,999	\$110,046	\$105,951	-4%	\$87,642	\$89,000	2%	\$70,000	\$130,000	383
\$50,000,000-\$74,999,999	\$105,271	\$100,226	-5%	\$85,000	\$93,300	10%	\$76,000	\$119,000	51
\$75,000,000-\$99,999,999	\$105,733	\$122,782	16%	\$85,000	\$111,000	31%	\$83,000	\$170,000	35
\$100 million or more	\$106,759	\$116,119	9%	\$91,750	\$98,000	7%	\$75,000	\$150,000	129
I don't know	-	\$65,794	-	-	\$61,000	-	\$52,000	\$74,500	81



**Table 33: Salary data for CEO/ED – U.S.**

Agency CEO/ED – U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$107,539	\$107,577	\$75,077	\$140,000	4
Arts, Culture and Humanities	\$89,027	\$76,500	\$58,000	\$104,000	48
Association or Membership Foundation	\$118,000	\$130,000	\$103,000	\$143,000	13
Civic and Public Affairs	\$94,535	\$81,250	\$57,500	\$105,000	10
Community Development/Economic Development	\$91,395	\$83,000	\$45,000	\$129,332	15
Consultant	\$84,800	\$84,800	\$41,600	\$128,000	2
Education: Higher Education	\$123,420	\$103,844	\$83,750	\$141,500	32
Education: Not Higher Education	\$104,825	\$96,213	\$75,000	\$129,250	60
Environment	\$85,224	\$80,000	\$73,000	\$105,000	15
Fundraising and Allocation	\$107,078	\$101,500	\$82,500	\$126,000	20
Government or Quasi-Governmental Agency	\$104,850	\$112,000	\$79,750	\$142,500	5
Health	\$110,713	\$110,000	\$72,000	\$141,000	67
Human Services	\$94,988	\$85,735	\$67,000	\$115,000	126
International	\$163,667	\$167,000	\$144,000	\$180,000	3
Religion	\$95,056	\$91,000	\$57,000	\$111,835	14
Scientific or Social Science Research or Other Educational Body	\$116,000	\$120,500	\$94,500	\$137,500	4
None of the above	\$107,869	\$100,000	\$72,800	\$122,000	13

Agency CEO/ED — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>What is the geographic scope of your organization?</b>					
International	\$181,583	\$155,000	\$106,000	\$190,000	29
National	\$127,603	\$103,000	\$75,000	\$148,500	48
Selected States/Provinces	\$113,179	\$94,250	\$56,000	\$150,000	14
Regional	\$115,252	\$97,790	\$72,800	\$136,000	53
Statewide/Provincewide	\$100,956	\$95,213	\$68,000	\$120,000	62
Local	\$95,959	\$87,000	\$65,000	\$118,000	251
<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	\$60,970	\$55,500	\$42,300	\$73,500	36
\$100,000-\$249,999	\$73,981	\$72,500	\$47,000	\$97,000	43
\$250,000-\$499,999	\$81,226	\$78,000	\$65,000	\$96,000	77
\$500,000-\$999,999	\$93,507	\$89,000	\$71,804	\$112,000	71
\$1,000,000-\$2,999,999	\$118,184	\$117,500	\$92,000	\$143,500	88
\$3,000,000-\$4,999,999	\$143,793	\$150,000	\$102,000	\$175,000	27
\$5,000,000-\$9,999,999	\$163,443	\$165,000	\$112,000	\$204,000	17
\$10,000,000-\$49,999,999	\$210,479	\$242,000	\$145,000	\$250,000	12
\$50,000,000-\$74,999,999	\$91,714	\$91,714	\$91,714	\$91,714	1
\$100 million or more	\$117,143	\$107,000	\$78,000	\$160,000	7
I don't know	\$72,000	\$72,000	\$72,000	\$72,000	1
None	\$58,108	\$46,750	\$41,600	\$56,980	10

Agency CEO/ED — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$88,618	\$83,750	\$65,000	\$105,500	232
2-<6	\$121,182	\$112,000	\$85,280	\$148,000	117
6-<11	\$164,212	\$157,000	\$130,000	\$195,000	9
11 or more	\$221,286	\$234,000	\$160,000	\$250,000	7
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$63,712	\$61,000	\$42,000	\$80,000	57
\$250,000-\$499,999	\$82,115	\$77,000	\$60,000	\$95,000	85
\$500,000-\$999,999	\$98,878	\$94,000	\$77,000	\$118,000	89
\$1,000,000-\$2,999,999	\$116,278	\$106,000	\$88,000	\$132,820	83
\$3,000,000-\$4,999,999	\$156,452	\$153,000	\$104,000	\$194,000	27
\$5,000,000-\$9,999,999	\$156,138	\$151,000	\$92,000	\$185,000	14
\$10,000,000-\$49,999,999	\$149,957	\$157,000	\$108,000	\$180,000	13
\$50,000,000-\$74,999,999	\$174,500	\$174,500	\$149,000	\$200,000	2
\$75,000,000-\$99,999,999	\$146,500	\$146,500	\$143,000	\$150,000	2
\$100 million or more	\$95,000	\$80,000	\$69,000	\$121,000	4
I don't know	\$90,333	\$63,000	\$55,000	\$153,000	3
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$130,117	\$107,000	\$89,000	\$165,375	10
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$107,124	\$92,000	\$65,000	\$140,000	51
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$103,977	\$92,000	\$73,531	\$125,500	80
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$85,346	\$75,000	\$67,000	\$106,000	23
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$100,163	\$96,425	\$65,000	\$128,000	43
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$93,442	\$85,000	\$66,500	\$110,918	84
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$130,254	\$105,000	\$78,350	\$133,000	35
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$116,333	\$99,950	\$60,000	\$142,500	27
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$118,631	\$106,000	\$80,000	\$145,000	45

Agency CEO/ED — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$87,062	\$80,000	\$56,000	\$102,000	61
Population of 50,000-999,999	\$96,762	\$85,077	\$65,000	\$112,000	212
Population of 1,000,000-2,999,999	\$122,064	\$107,500	\$80,000	\$154,500	80
Population of 3 million or more	\$147,791	\$122,000	\$99,000	\$156,600	45
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$83,349	\$70,000	\$55,000	\$99,950	43
4-6 years	\$74,331	\$63,500	\$52,440	\$81,500	41
7-9 years	\$90,287	\$81,750	\$65,000	\$103,000	44
10-14 years	\$102,042	\$95,000	\$78,000	\$120,000	83
15-19 years	\$105,123	\$94,700	\$77,500	\$128,000	53
20-24 years	\$125,350	\$109,800	\$81,000	\$147,680	66
25-29 years	\$115,517	\$112,000	\$88,373	\$143,000	25
30 years or more	\$160,570	\$135,000	\$100,000	\$170,188	36
<b>For how many years have you been with your current employer?</b>					
One year or less	\$103,734	\$83,500	\$60,000	\$135,000	43
2.0 years	\$95,889	\$96,000	\$65,000	\$110,000	49
3.0 years	\$104,092	\$92,000	\$72,000	\$126,000	41
4.0 years	\$97,114	\$81,000	\$64,000	\$130,000	35
5-6 years	\$100,446	\$87,000	\$65,000	\$125,000	61
7-9 years	\$98,332	\$92,350	\$65,000	\$130,000	46
10-14 years	\$110,669	\$100,000	\$75,000	\$143,000	59
15 years or more	\$132,189	\$108,300	\$82,000	\$153,000	58
<b>What is your current age?</b>					
25-34 years old	\$69,681	\$68,000	\$56,000	\$80,250	24
35-44 years old	\$91,403	\$84,000	\$63,000	\$107,000	77
45-54 years old	\$109,974	\$95,500	\$73,531	\$130,000	128
55-64 years old	\$113,025	\$99,975	\$74,500	\$143,000	128
65 years old or more	\$130,065	\$105,000	\$80,000	\$136,000	31
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$129,566	\$105,000	\$80,000	\$156,800	94
Woman or Female or Feminine	\$97,748	\$87,750	\$67,000	\$125,000	296
Transgender Woman or Female or Feminine	\$40,000	\$40,000	\$40,000	\$40,000	1
Prefer not to answer	\$300,000	\$300,000	\$250,000	\$350,000	2

Agency CEO/ED — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>What is your education level?</b>					
High school	\$58,355	\$55,490	\$53,220	\$63,490	4
Associate's degree	\$93,287	\$73,175	\$58,750	\$98,500	16
Bachelor's degree	\$97,952	\$87,000	\$70,500	\$126,250	148
Master's degree	\$108,442	\$96,000	\$71,804	\$130,000	166
Doctorate	\$175,396	\$139,666	\$98,000	\$190,000	16
Post-graduate study specialization	\$111,503	\$112,000	\$55,400	\$152,000	19
Professional degree (JD, MD, DO, etc.)	\$114,233	\$105,000	\$78,000	\$110,000	21
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$68,167	\$80,000	\$30,500	\$94,000	3
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$119,810	\$110,000	\$88,373	\$147,680	94
ACFRE	\$130,000	\$130,000	\$130,000	\$130,000	1
University-based certification program in fundraising or nonprofit management	\$106,943	\$96,000	\$80,000	\$124,500	69
Other designation as fellow, certificate holder, or other	\$105,231	\$91,500	\$57,500	\$125,000	34
None of the above	\$103,428	\$83,000	\$65,000	\$129,622	220

**Table 34: Salary data for dean or unit head – U.S.**

Dean or Unit Head — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts, Culture and Humanities	\$105,000	\$105,000	\$105,000	\$105,000	1
Education: Higher Education	\$164,450	\$164,450	\$150,000	\$178,900	2
Human Services	\$225,000	\$225,000	\$225,000	\$225,000	1
<b>What is the geographic scope of your organization?</b>					
Selected States/Provinces	\$150,000	\$150,000	\$150,000	\$150,000	1
Regional	\$105,000	\$105,000	\$105,000	\$105,000	1
Statewide/Provincewide	\$201,950	\$201,950	\$178,900	\$225,000	2
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
\$500,000-\$999,999	\$225,000	\$225,000	\$225,000	\$225,000	1
\$1,000,000-\$2,999,999	\$127,500	\$127,500	\$105,000	\$150,000	2
\$10,000,000-\$49,999,999	\$178,900	\$178,900	\$178,900	\$178,900	1
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$105,000	\$105,000	\$105,000	\$105,000	1
2-<6	\$187,500	\$187,500	\$150,000	\$225,000	2
6-<11	\$178,900	\$178,900	\$178,900	\$178,900	1
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$1,000,000-\$2,999,999	\$141,950	\$141,950	\$105,000	\$178,900	2
\$5,000,000-\$9,999,999	\$150,000	\$150,000	\$150,000	\$150,000	1
\$100 million or more	\$225,000	\$225,000	\$225,000	\$225,000	1
<b>In what region is the office where you work located?</b>					
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$187,500	\$187,500	\$150,000	\$225,000	2
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$105,000	\$105,000	\$105,000	\$105,000	1
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$178,900	\$178,900	\$178,900	\$178,900	1
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$225,000	\$225,000	\$225,000	\$225,000	1
Population of 50,000-999,999	\$141,950	\$141,950	\$105,000	\$178,900	2
Population of 1,000,000-2,999,999	\$150,000	\$150,000	\$150,000	\$150,000	1

**Table 35: Salary data for chief operating officer – U.S.**

Chief Operating Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$155,000	\$155,000	\$155,000	\$155,000	1
Arts, Culture and Humanities	\$92,200	\$73,000	\$70,000	\$108,000	5
Association or Membership Foundation	\$72,000	\$72,000	\$72,000	\$72,000	1
Civic and Public Affairs	\$104,900	\$67,500	\$50,000	\$115,000	5
Community Development/Economic Development	\$104,500	\$92,500	\$50,000	\$135,000	5
Education: Higher Education	\$116,667	\$130,000	\$90,000	\$130,000	3
Education: Not Higher Education	\$98,705	\$92,500	\$58,050	\$145,000	15
Environment	\$86,500	\$86,500	\$86,500	\$86,500	1
Fundraising and Allocation	\$111,667	\$130,000	\$50,000	\$155,000	3
Health	\$111,775	\$110,000	\$98,000	\$123,000	9
Human Services	\$100,836	\$96,000	\$70,000	\$130,000	22
International	\$104,000	\$104,000	\$104,000	\$104,000	1
None of the above	\$123,000	\$123,000	\$120,000	\$126,000	2
<b>What is the geographic scope of your organization?</b>					
International	\$119,000	\$125,000	\$104,000	\$130,000	6
National	\$140,125	\$132,500	\$107,000	\$160,000	8
Selected States/Provinces	\$95,000	\$95,000	\$90,000	\$100,000	2
Regional	\$123,333	\$130,000	\$90,000	\$150,000	3
Statewide/Provincewide	\$111,500	\$110,000	\$90,000	\$130,000	15
Local	\$94,621	\$90,000	\$60,000	\$123,000	41
<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	\$93,131	\$100,500	\$58,261	\$128,000	4
\$100,000-\$249,999	\$60,000	\$60,000	\$50,000	\$70,000	3
\$250,000-\$499,999	\$89,778	\$92,500	\$67,500	\$107,000	9
\$500,000-\$999,999	\$97,262	\$90,000	\$60,000	\$125,000	11
\$1,000,000-\$2,999,999	\$102,796	\$111,500	\$65,000	\$135,000	12
\$3,000,000-\$4,999,999	\$122,000	\$112,500	\$93,000	\$151,000	4
\$5,000,000-\$9,999,999	\$114,000	\$115,000	\$96,000	\$137,500	8
\$10,000,000-\$49,999,999	\$156,375	\$147,500	\$117,000	\$190,000	8
\$100 million or more	\$130,000	\$130,000	\$130,000	\$130,000	1

Chief Operating Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$91,585	\$71,500	\$59,000	\$126,000	18
2-<6	\$101,756	\$99,978	\$72,000	\$127,000	29
6-<11	\$148,750	\$122,500	\$104,000	\$193,500	4
11 or more	\$136,313	\$130,000	\$97,000	\$172,500	8
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$50,000	\$50,000	\$50,000	\$50,000	1
\$250,000-\$499,999	\$81,750	\$73,500	\$61,000	\$102,500	4
\$500,000-\$999,999	\$73,058	\$60,000	\$59,000	\$70,000	9
\$1,000,000-\$2,999,999	\$89,803	\$86,500	\$67,500	\$115,000	15
\$3,000,000-\$4,999,999	\$119,143	\$120,000	\$90,000	\$175,000	7
\$5,000,000-\$9,999,999	\$106,250	\$96,000	\$91,500	\$121,000	4
\$10,000,000-\$49,999,999	\$142,386	\$131,000	\$115,000	\$160,000	14
\$50,000,000-\$74,999,999	\$158,000	\$158,000	\$156,000	\$160,000	2
\$75,000,000-\$99,999,999	\$117,489	\$117,489	\$99,978	\$135,000	2
\$100 million or more	\$130,000	\$130,000	\$130,000	\$130,000	1
I don't know	\$130,000	\$130,000	\$130,000	\$130,000	1
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$136,000	\$136,000	\$136,000	\$136,000	1
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$113,450	\$121,000	\$90,000	\$150,000	10
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$109,500	\$97,000	\$60,000	\$130,000	13
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$40,000	\$40,000	\$40,000	\$40,000	1
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$97,459	\$104,000	\$60,000	\$125,000	11
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$98,500	\$75,000	\$70,000	\$123,000	11
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$127,875	\$110,000	\$88,250	\$167,500	4
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$79,000	\$79,000	\$70,000	\$88,000	2
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$123,322	\$127,000	\$110,000	\$149,900	9



Chief Operating Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$89,000	\$80,000	\$65,000	\$113,000	4
Population of 50,000-999,999	\$97,788	\$96,500	\$60,000	\$124,000	26
Population of 1,000,000-2,999,999	\$110,063	\$115,000	\$70,000	\$149,900	23
Population of 3 million or more	\$137,667	\$125,000	\$104,000	\$145,000	9
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$65,000	\$55,000	\$50,000	\$75,000	6
4-6 years	\$68,263	\$64,025	\$51,525	\$85,000	4
7-9 years	\$98,214	\$104,000	\$67,500	\$126,000	7
10-14 years	\$97,773	\$92,500	\$72,000	\$130,000	11
15-19 years	\$127,427	\$111,500	\$98,000	\$170,000	14
20-24 years	\$103,563	\$104,750	\$70,000	\$129,500	8
25-29 years	\$117,070	\$138,450	\$73,000	\$155,000	6
30 years or more	\$158,600	\$136,000	\$130,000	\$150,000	5
<b>For how many years have you been with your current employer?</b>					
One year or less	\$101,346	\$92,500	\$70,000	\$130,000	13
2 years	\$92,857	\$60,000	\$50,000	\$135,000	7
3 years	\$81,500	\$74,500	\$50,000	\$95,000	6
4 years	\$103,333	\$97,000	\$88,000	\$125,000	3
5-6 years	\$98,936	\$98,000	\$70,000	\$126,000	7
7-9 years	\$131,609	\$110,000	\$99,978	\$136,000	9
10-14 years	\$121,452	\$125,500	\$111,500	\$152,450	12
15 years or more	\$108,250	\$115,000	\$90,000	\$126,500	4
<b>What is your current age?</b>					
25-34 years old	\$69,286	\$60,000	\$50,000	\$90,000	7
35-44 years old	\$106,297	\$97,000	\$86,500	\$115,000	17
45-54 years old	\$119,579	\$126,000	\$88,000	\$135,000	19
55-64 years old	\$114,623	\$117,500	\$84,000	\$133,000	12
65 years old or more	\$106,884	\$123,000	\$60,000	\$149,900	5
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$113,238	\$114,000	\$81,500	\$139,950	8
Woman or Female or Feminine	\$105,251	\$99,989	\$70,000	\$130,000	52
Gender Non-Conforming, Gender Queer, or Non-Binary	\$155,000	\$155,000	\$155,000	\$155,000	1

Chief Operating Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>What is your education level?</b>					
High school	\$67,500	\$67,500	\$67,500	\$67,500	1
Associate's degree	\$60,000	\$60,000	\$50,000	\$70,000	2
Bachelor's degree	\$101,801	\$115,000	\$60,000	\$130,000	23
Master's degree	\$112,662	\$107,500	\$74,000	\$142,500	28
Doctorate	\$98,000	\$98,000	\$98,000	\$98,000	1
Post-graduate study specialization	\$130,000	\$130,000	\$130,000	\$130,000	1
Professional degree (JD, MD, DO, etc.)	\$133,125	\$118,750	\$91,250	\$175,000	4
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$90,000	\$90,000	\$90,000	\$90,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$116,882	\$110,000	\$97,000	\$130,000	17
ACFRE	\$95,000	\$95,000	\$95,000	\$95,000	1
University-based certification program in fundraising or nonprofit management	\$106,492	\$103,000	\$77,500	\$139,950	12
Other designation as fellow, certificate holder, or other	\$131,571	\$130,000	\$100,000	\$156,000	7
None of the above	\$103,354	\$96,239	\$70,000	\$130,000	34

**Table 36: Salary data for chief development officer – U.S.**

Chief Development Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$107,518	\$88,062	\$75,750	\$139,562	36
Arts, Culture and Humanities	\$88,901	\$75,000	\$60,500	\$108,000	136
Association or Membership Foundation	\$105,391	\$110,000	\$85,900	\$123,062	12
Civic and Public Affairs	\$83,828	\$75,000	\$65,000	\$103,250	40
Community Development/Economic Development	\$90,041	\$82,000	\$65,000	\$105,500	52
Education: Higher Education	\$123,429	\$120,000	\$90,000	\$155,000	75
Education: Not Higher Education	\$95,635	\$80,000	\$70,000	\$107,500	156
Environment	\$91,878	\$85,000	\$65,000	\$103,000	71
Fundraising and Allocation	\$94,886	\$86,861	\$68,250	\$110,550	32
Government or Quasi-Governmental Agency	\$70,125	\$72,750	\$59,500	\$80,750	4
Health	\$112,862	\$95,000	\$75,000	\$127,000	167
Human Services	\$92,341	\$82,000	\$68,000	\$110,000	391
International	\$96,706	\$96,000	\$75,000	\$115,000	11
Religion	\$96,491	\$95,000	\$70,000	\$111,000	43
Scientific or Social Science Research or Other Educational Body	\$98,004	\$91,335	\$75,000	\$125,000	10
None of the above	\$113,853	\$70,000	\$56,500	\$96,000	36
<b>What is the geographic scope of your organization?</b>					
International	\$118,248	\$104,000	\$85,000	\$139,124	90
National	\$122,190	\$110,000	\$80,000	\$145,000	129
Selected States/Provinces	\$99,881	\$80,000	\$72,000	\$125,000	25
Regional	\$102,725	\$88,000	\$70,000	\$122,000	159
Statewide/Provincewide	\$91,644	\$83,000	\$68,000	\$105,000	177
Local	\$92,623	\$80,000	\$65,000	\$107,000	666

Chief Development Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<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	\$61,263	\$55,000	\$47,000	\$70,000	17
\$100,000-\$249,999	\$68,982	\$68,038	\$55,000	\$81,500	64
\$250,000-\$499,999	\$71,089	\$68,000	\$56,500	\$80,000	104
\$500,000-\$999,999	\$84,615	\$73,750	\$60,000	\$95,000	194
\$1,000,000-\$2,999,999	\$92,460	\$85,000	\$72,000	\$106,000	338
\$3,000,000-\$4,999,999	\$108,335	\$104,500	\$78,000	\$125,000	114
\$5,000,000-\$9,999,999	\$125,103	\$117,750	\$85,000	\$146,250	114
\$10,000,000-\$49,999,999	\$143,973	\$140,000	\$96,375	\$187,750	100
\$50,000,000-\$74,999,999	\$155,788	\$121,000	\$103,000	\$220,000	8
\$75,000,000-\$99,999,999	\$130,112	\$130,062	\$83,000	\$175,000	10
\$100 million or more	\$150,835	\$130,500	\$87,124	\$187,000	18
I don't know	\$81,455	\$83,000	\$60,000	\$99,000	11
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$42,500	\$42,500	\$35,000	\$50,000	2
.001-<2	\$76,122	\$70,000	\$58,000	\$85,000	389
2-<6	\$99,255	\$90,000	\$75,000	\$120,000	531
6-<11	\$144,027	\$141,000	\$105,000	\$173,000	102
11 or more	\$169,943	\$163,750	\$117,000	\$204,875	56
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$65,983	\$58,600	\$40,000	\$77,500	18
\$250,000-\$499,999	\$72,946	\$55,000	\$46,000	\$83,000	34
\$500,000-\$999,999	\$80,304	\$63,000	\$54,000	\$75,000	101
\$1,000,000-\$2,999,999	\$77,162	\$74,000	\$62,000	\$85,000	269
\$3,000,000-\$4,999,999	\$85,606	\$80,293	\$70,000	\$102,000	138
\$5,000,000-\$9,999,999	\$104,162	\$97,340	\$78,500	\$125,000	162
\$10,000,000-\$49,999,999	\$121,134	\$114,000	\$90,000	\$145,000	221
\$50,000,000-\$74,999,999	\$169,819	\$146,250	\$122,000	\$195,000	29
\$75,000,000-\$99,999,999	\$142,275	\$139,562	\$112,000	\$150,000	14
\$100 million or more	\$157,705	\$145,000	\$112,000	\$200,000	41
I don't know	\$96,081	\$86,500	\$75,000	\$110,000	65

Chief Development Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$104,336	\$92,000	\$74,440	\$125,000	62
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$100,514	\$89,000	\$70,000	\$124,000	141
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$96,197	\$83,000	\$65,000	\$115,500	217
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$92,308	\$80,500	\$67,500	\$107,500	40
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$97,213	\$86,750	\$70,000	\$118,250	136
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$85,695	\$75,188	\$62,500	\$100,000	186
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$90,809	\$79,000	\$64,000	\$102,861	111
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$92,822	\$80,500	\$68,000	\$108,125	54
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$123,930	\$103,000	\$83,000	\$140,000	156
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$83,977	\$80,000	\$60,000	\$101,087	120
Population of 50,000-999,999	\$87,518	\$78,500	\$64,000	\$101,000	515
Population of 1,000,000-2,999,999	\$104,762	\$93,500	\$72,888	\$120,000	264
Population of 3 million or more	\$127,693	\$117,500	\$88,000	\$150,000	203
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$75,128	\$65,000	\$54,000	\$84,000	81
4-6 years	\$71,432	\$65,000	\$55,000	\$80,000	129
7-9 years	\$81,526	\$78,850	\$62,000	\$95,000	130
10-14 years	\$88,347	\$80,000	\$70,000	\$102,000	198
15-19 years	\$105,537	\$94,000	\$75,000	\$126,000	189
20-24 years	\$117,469	\$100,191	\$78,000	\$131,000	174
25-29 years	\$118,079	\$111,000	\$82,000	\$145,000	103
30 years or more	\$130,499	\$110,000	\$91,600	\$156,000	89

Chief Development Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$91,419	\$80,000	\$65,000	\$115,000	215
2 years	\$91,293	\$79,250	\$65,000	\$110,000	166
3 years	\$101,607	\$83,100	\$67,000	\$120,000	162
4 years	\$94,011	\$80,000	\$62,000	\$110,000	109
5-6 years	\$99,272	\$90,000	\$72,000	\$113,000	158
7-9 years	\$99,906	\$91,000	\$73,000	\$115,500	122
10-14 years	\$102,184	\$90,134	\$70,040	\$125,500	84
15 years or more	\$126,507	\$109,000	\$80,000	\$148,000	76
<b>What is your current age?</b>					
Under Age 25	\$36,333	\$36,000	\$23,000	\$50,000	3
25-34 years old	\$71,777	\$69,000	\$55,000	\$81,000	137
35-44 years old	\$89,783	\$81,000	\$67,980	\$105,000	285
45-54 years old	\$107,327	\$90,450	\$72,500	\$131,500	328
55-64 years old	\$109,779	\$95,000	\$73,000	\$125,000	265
65 years old or more	\$104,248	\$92,000	\$75,000	\$116,000	69
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$114,592	\$96,500	\$73,000	\$140,000	202
Woman or Female or Feminine	\$94,442	\$84,000	\$67,949	\$110,000	876
Transgender Woman or Female or Feminine	\$187,500	\$187,500	\$187,500	\$187,500	1
Gender Non-Conforming, Gender Queer, or Non-Binary	\$58,418	\$56,085	\$48,335	\$68,500	4
Prefer to Self-Describe	\$89,000	\$89,000	\$50,000	\$128,000	2
Prefer not to answer	\$91,667	\$72,000	\$68,000	\$135,000	3
<b>What is your education level?</b>					
High school	\$72,103	\$70,000	\$55,000	\$85,000	19
Associate's degree	\$85,334	\$75,000	\$63,000	\$102,861	31
Bachelor's degree	\$98,375	\$84,000	\$67,917	\$115,000	499
Master's degree	\$96,523	\$85,000	\$70,000	\$115,000	417
Doctorate	\$114,521	\$121,000	\$80,500	\$142,600	24
Post-graduate study specialization	\$104,675	\$87,500	\$61,500	\$143,000	20
Professional degree (JD, MD, DO, etc.)	\$108,657	\$97,500	\$76,500	\$128,000	72
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$123,167	\$121,000	\$96,000	\$155,000	6

Chief Development Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$117,019	\$102,000	\$79,700	\$135,000	283
ACFRE	\$151,500	\$151,500	\$85,000	\$218,000	2
University-based certification program in fundraising or nonprofit management	\$104,615	\$87,000	\$68,000	\$120,000	173
Other designation as fellow, certificate holder, or other	\$106,224	\$88,000	\$66,250	\$125,000	96
None of the above	\$90,860	\$80,000	\$65,000	\$105,000	595

**Table 37: Salary data for associate vice chancellor, deputy/assistant/associate director, vice president – U.S.**

Associate Vice Chancellor, Assistant Director, Vice President — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$40,375	\$39,500	\$31,000	\$49,750	4
Arts, Culture and Humanities	\$86,957	\$82,500	\$63,000	\$108,476	16
Association or Membership Foundation	\$110,000	\$110,000	\$100,000	\$120,000	2
Civic and Public Affairs	\$96,364	\$86,000	\$76,378	\$125,000	9
Community Development/Economic Development	\$59,950	\$62,000	\$55,000	\$62,850	3
Education: Higher Education	\$128,945	\$110,000	\$93,000	\$165,000	33
Education: Not Higher Education	\$71,269	\$63,000	\$55,000	\$77,500	13
Environment	\$84,573	\$74,939	\$62,425	\$97,476	8
Fundraising and Allocation	\$75,174	\$72,500	\$51,000	\$99,347	4
Health	\$130,248	\$125,000	\$78,000	\$150,000	30
Human Services	\$78,567	\$75,000	\$63,036	\$85,000	33
International	\$90,000	\$90,000	\$90,000	\$90,000	1
Religion	\$86,167	\$93,000	\$85,000	\$109,000	6
Scientific or Social Science Research or Other Educational Body	\$97,890	\$100,000	\$91,500	\$107,952	5
None of the above	\$75,712	\$65,000	\$62,000	\$90,000	5
<b>What is the geographic scope of your organization?</b>					
International	\$127,020	\$111,000	\$90,000	\$169,000	18
National	\$119,165	\$105,000	\$80,000	\$150,000	23
Selected States/Provinces	\$113,500	\$95,000	\$82,000	\$145,000	4
Regional	\$92,351	\$90,000	\$73,500	\$110,000	25
Statewide/Provincewide	\$109,076	\$95,600	\$65,000	\$136,000	32
Local	\$89,988	\$78,085	\$62,425	\$103,530	64



Associate Vice Chancellor, Assistant Director, Vice President — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<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	\$37,667	\$34,000	\$24,000	\$55,000	3
\$250,000-\$499,999	\$65,570	\$62,850	\$55,000	\$77,000	5
\$500,000-\$999,999	\$58,143	\$57,250	\$50,000	\$72,000	14
\$1,000,000-\$2,999,999	\$77,743	\$75,000	\$63,000	\$92,000	25
\$3,000,000-\$4,999,999	\$80,330	\$87,943	\$64,018	\$93,500	16
\$5,000,000-\$9,999,999	\$99,640	\$87,000	\$77,500	\$113,000	23
\$10,000,000-\$49,999,999	\$110,100	\$107,952	\$78,000	\$135,000	35
\$50,000,000-\$74,999,999	\$118,449	\$104,847	\$96,000	\$155,000	6
\$75,000,000-\$99,999,999	\$204,500	\$204,500	\$175,000	\$234,000	2
\$100 million or more	\$175,171	\$180,000	\$110,000	\$226,000	17
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$60,077	\$58,000	\$45,000	\$70,000	11
2-<6	\$78,550	\$75,000	\$62,000	\$90,000	54
6-<11	\$92,173	\$89,000	\$75,000	\$120,000	27
11 or more	\$138,688	\$130,000	\$100,000	\$180,000	47
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$68,000	\$68,000	\$34,000	\$102,000	2
\$250,000-\$499,999	\$97,100	\$97,100	\$93,200	\$101,000	2
\$500,000-\$999,999	\$66,714	\$77,000	\$40,000	\$85,000	7
\$1,000,000-\$2,999,999	\$70,177	\$62,000	\$53,500	\$77,500	20
\$3,000,000-\$4,999,999	\$77,449	\$76,378	\$53,000	\$103,000	11
\$5,000,000-\$9,999,999	\$92,055	\$80,000	\$64,018	\$98,000	16
\$10,000,000-\$49,999,999	\$99,948	\$89,500	\$72,000	\$120,000	34
\$50,000,000-\$74,999,999	\$105,659	\$101,976	\$86,000	\$109,000	6
\$75,000,000-\$99,999,999	\$111,714	\$100,000	\$85,000	\$130,000	7
\$100 million or more	\$173,339	\$179,950	\$129,500	\$220,500	20
I don't know	\$91,429	\$90,000	\$67,000	\$100,000	21

Associate Vice Chancellor, Assistant Director, Vice President — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$115,584	\$90,000	\$76,378	\$155,000	15
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$112,659	\$92,500	\$71,000	\$150,000	22
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$87,447	\$85,000	\$58,000	\$105,060	33
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$100,000	\$100,000	\$100,000	\$100,000	1
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$87,010	\$78,169	\$67,000	\$100,000	17
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$92,671	\$73,750	\$60,000	\$98,000	18
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$93,463	\$87,000	\$70,500	\$102,500	16
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$115,100	\$109,500	\$96,000	\$121,000	10
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$128,489	\$119,500	\$90,000	\$165,000	14
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$72,458	\$76,000	\$62,500	\$85,000	12
Population of 50,000-999,999	\$90,756	\$83,000	\$62,500	\$101,500	52
Population of 1,000,000-2,999,999	\$95,785	\$85,000	\$60,000	\$109,000	37
Population of 3 million or more	\$126,106	\$112,682	\$82,943	\$167,000	44
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$51,395	\$55,000	\$40,000	\$60,000	11
4-6 years	\$78,863	\$64,018	\$53,000	\$77,500	18
7-9 years	\$82,806	\$70,000	\$58,000	\$86,000	27
10-14 years	\$102,087	\$90,000	\$81,000	\$110,000	27
15-19 years	\$108,902	\$105,030	\$78,085	\$123,500	24
20-24 years	\$127,300	\$107,500	\$95,000	\$143,500	20
25-29 years	\$151,322	\$155,000	\$90,000	\$180,000	9
30 years or more	\$141,625	\$143,500	\$106,500	\$170,000	8

Associate Vice Chancellor, Assistant Director, Vice President — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$96,398	\$85,500	\$65,000	\$115,000	26
2 years	\$102,585	\$83,500	\$61,500	\$142,500	20
3 years	\$88,366	\$83,000	\$63,036	\$105,060	18
4 years	\$78,190	\$62,500	\$51,500	\$77,274	16
5-6 years	\$90,435	\$83,500	\$56,250	\$103,000	20
7-9 years	\$114,721	\$98,000	\$75,000	\$132,046	19
10-14 years	\$120,430	\$105,000	\$92,000	\$163,000	15
15 years or more	\$145,778	\$142,000	\$121,000	\$177,000	9
<b>What is your current age?</b>					
Under Age 25	\$28,000	\$28,000	\$28,000	\$28,000	1
25-34 years old	\$65,301	\$63,000	\$53,000	\$76,378	37
35-44 years old	\$101,632	\$100,000	\$75,000	\$110,000	38
45-54 years old	\$123,328	\$107,377	\$78,000	\$150,000	42
55-64 years old	\$123,689	\$101,000	\$85,000	\$165,000	19
65 years old or more	\$111,100	\$73,500	\$67,000	\$98,000	5
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$111,873	\$101,000	\$76,378	\$150,000	33
Woman or Female or Feminine	\$98,832	\$85,500	\$64,000	\$111,500	108
Gender Non-Conforming, Gender Queer, or Non-Binary	\$50,000	\$50,000	\$50,000	\$50,000	1
Prefer to Self-Describe	\$85,885	\$85,885	\$85,885	\$85,885	1
Prefer not to answer	\$130,000	\$130,000	\$130,000	\$130,000	1
<b>What is your education level?</b>					
High school	\$94,530	\$93,061	\$64,085	\$124,976	4
Associate's degree	\$58,833	\$56,500	\$55,000	\$65,000	3
Bachelor's degree	\$90,680	\$83,000	\$70,000	\$105,000	62
Master's degree	\$104,855	\$90,750	\$65,000	\$130,000	54
Doctorate	\$187,667	\$215,000	\$98,000	\$250,000	3
Post-graduate study specialization	\$117,333	\$121,000	\$101,000	\$125,000	6
Professional degree (JD, MD, DO, etc.)	\$138,369	\$120,000	\$109,000	\$150,000	10
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$70,943	\$70,943	\$56,000	\$85,885	2

Associate Vice Chancellor, Assistant Director, Vice President — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$117,271	\$107,030	\$85,000	\$139,500	44
University-based certification program in fundraising or nonprofit management	\$85,396	\$78,000	\$66,000	\$91,000	28
Other designation as fellow, certificate holder, or other	\$110,467	\$103,000	\$60,000	\$130,000	15
None of the above	\$94,668	\$80,500	\$59,250	\$108,476	68

**Table 38: Salary data for program director/manager – U.S.**

Program Director/Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$70,000	\$63,000	\$49,500	\$94,000	8
Arts, Culture and Humanities	\$79,370	\$62,000	\$52,381	\$107,000	39
Association or Membership Foundation	\$65,350	\$62,500	\$53,000	\$86,400	8
Civic and Public Affairs	\$67,535	\$58,392	\$52,000	\$79,750	8
Community Development/Economic Development	\$56,575	\$56,500	\$48,000	\$65,000	18
Education: Higher Education	\$95,295	\$87,000	\$72,000	\$114,000	57
Education: Not Higher Education	\$76,683	\$69,500	\$55,000	\$91,423	32
Environment	\$87,741	\$71,000	\$54,000	\$91,000	25
Fundraising and Allocation	\$73,613	\$70,000	\$52,245	\$94,000	11
Health	\$87,471	\$81,500	\$64,100	\$100,200	68
Human Services	\$68,790	\$65,000	\$55,000	\$78,300	69
International	\$100,333	\$107,000	\$79,000	\$115,000	3
Religion	\$82,429	\$71,624	\$56,000	\$105,000	10
Scientific or Social Science Research or Other Educational Body	\$91,223	\$92,500	\$68,392	\$115,000	8
None of the above	\$60,532	\$59,127	\$49,500	\$79,000	8
<b>What is the geographic scope of your organization?</b>					
International	\$99,727	\$91,000	\$79,000	\$115,000	42
National	\$90,718	\$82,500	\$61,500	\$110,000	55
Selected States/Provinces	\$82,610	\$70,250	\$58,000	\$105,000	14
Regional	\$82,746	\$75,000	\$60,000	\$95,000	64
Statewide/Provincewide	\$75,772	\$70,000	\$57,000	\$88,500	70
Local	\$72,237	\$65,000	\$53,000	\$82,000	157

Program Director/Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<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	\$54,625	\$55,000	\$36,000	\$72,500	8
\$100,000-\$249,999	\$68,716	\$57,000	\$50,000	\$91,000	11
\$250,000-\$499,999	\$58,915	\$60,000	\$48,000	\$72,000	13
\$500,000-\$999,999	\$62,058	\$58,750	\$52,000	\$68,500	28
\$1,000,000-\$2,999,999	\$66,104	\$65,000	\$53,503	\$75,000	71
\$3,000,000-\$4,999,999	\$68,469	\$63,000	\$55,000	\$80,000	35
\$5,000,000-\$9,999,999	\$83,386	\$76,000	\$61,500	\$102,000	35
\$10,000,000-\$49,999,999	\$92,526	\$82,500	\$69,000	\$106,000	68
\$50,000,000-\$74,999,999	\$94,504	\$92,500	\$76,000	\$112,000	10
\$75,000,000-\$99,999,999	\$153,914	\$164,000	\$100,400	\$210,000	7
\$100 million or more	\$115,036	\$106,000	\$82,000	\$150,000	32
I don't know	\$80,500	\$65,000	\$64,500	\$102,500	8
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$68,000	\$68,000	\$68,000	\$68,000	1
.001-<2	\$63,822	\$64,500	\$55,000	\$73,000	41
2-<6	\$67,091	\$63,000	\$52,000	\$75,000	129
6-<11	\$78,149	\$73,301	\$63,000	\$86,000	53
11 or more	\$107,483	\$100,400	\$80,000	\$130,000	79
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$49,000	\$52,500	\$33,500	\$62,500	8
\$250,000-\$499,999	\$74,000	\$74,000	\$60,000	\$88,000	2
\$500,000-\$999,999	\$68,797	\$64,000	\$55,000	\$72,000	11
\$1,000,000-\$2,999,999	\$68,594	\$60,000	\$48,000	\$80,000	46
\$3,000,000-\$4,999,999	\$65,409	\$62,400	\$52,245	\$76,000	29
\$5,000,000-\$9,999,999	\$74,273	\$71,000	\$57,000	\$81,000	37
\$10,000,000-\$49,999,999	\$81,005	\$73,000	\$60,000	\$92,000	79
\$50,000,000-\$74,999,999	\$97,115	\$93,000	\$80,000	\$114,000	13
\$75,000,000-\$99,999,999	\$85,973	\$68,500	\$60,000	\$105,000	11
\$100 million or more	\$118,493	\$106,000	\$85,246	\$150,000	34
I don't know	\$81,922	\$72,000	\$62,000	\$94,600	55

Program Director/Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$94,028	\$73,745	\$58,000	\$130,000	26
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$81,464	\$73,651	\$61,702	\$101,200	36
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$76,703	\$67,500	\$55,000	\$88,750	68
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$72,455	\$65,000	\$48,000	\$100,000	11
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$76,223	\$72,000	\$56,000	\$90,000	35
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$75,045	\$70,000	\$52,500	\$93,000	59
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$74,864	\$73,500	\$58,000	\$81,000	22
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$82,600	\$77,000	\$58,000	\$92,000	15
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$90,844	\$80,000	\$65,000	\$103,000	55
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$73,122	\$65,000	\$58,500	\$82,000	38
Population of 50,000-999,999	\$72,002	\$67,500	\$55,000	\$81,000	138
Population of 1,000,000-2,999,999	\$77,439	\$72,000	\$56,892	\$88,938	72
Population of 3 million or more	\$102,247	\$95,000	\$70,000	\$120,000	79
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$59,624	\$56,000	\$48,000	\$65,000	46
4-6 years	\$62,855	\$59,250	\$51,000	\$73,301	62
7-9 years	\$71,131	\$70,000	\$60,000	\$81,000	63
10-14 years	\$88,059	\$81,500	\$70,624	\$99,250	56
15-19 years	\$99,023	\$90,000	\$70,000	\$115,000	43
20-24 years	\$107,091	\$107,000	\$66,000	\$136,000	23
25-29 years	\$103,009	\$94,438	\$85,000	\$130,000	14
30 years or more	\$123,293	\$117,500	\$94,600	\$150,000	14

Program Director/Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$77,685	\$70,000	\$60,000	\$90,000	73
2 years	\$75,798	\$64,000	\$53,000	\$89,000	57
3 years	\$77,425	\$63,700	\$55,000	\$91,000	34
4 years	\$71,758	\$66,000	\$54,000	\$80,000	37
5-6 years	\$82,506	\$79,000	\$63,000	\$98,500	41
7-9 years	\$77,967	\$75,250	\$66,500	\$81,000	30
10-14 years	\$93,708	\$88,000	\$65,000	\$109,500	24
15 years or more	\$104,173	\$94,748	\$74,000	\$128,000	25
<b>What is your current age?</b>					
Under Age 25	\$46,000	\$46,000	\$36,000	\$56,000	4
25-34 years old	\$62,590	\$60,000	\$52,245	\$71,000	101
35-44 years old	\$85,507	\$79,000	\$65,000	\$100,000	86
45-54 years old	\$92,376	\$79,500	\$64,000	\$115,000	62
55-64 years old	\$92,334	\$85,500	\$68,000	\$108,500	60
65 years old or more	\$103,786	\$88,000	\$55,000	\$165,000	7
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$90,962	\$80,500	\$64,000	\$107,000	55
Woman or Female or Feminine	\$78,783	\$70,500	\$58,000	\$91,000	262
Gender Non-Conforming, Gender Queer, or Non-Binary	\$56,500	\$56,500	\$43,000	\$70,000	2
Prefer not to answer	\$105,000	\$105,000	\$105,000	\$105,000	1
<b>What is your education level?</b>					
High school	\$80,250	\$72,500	\$61,000	\$99,500	4
Associate's degree	\$66,000	\$55,000	\$45,000	\$98,000	3
Bachelor's degree	\$75,075	\$70,000	\$55,000	\$85,000	162
Master's degree	\$83,992	\$75,500	\$61,500	\$100,400	122
Doctorate	\$79,000	\$79,000	\$55,000	\$103,000	2
Post-graduate study specialization	\$120,167	\$90,000	\$76,000	\$165,000	6
Professional degree (JD, MD, DO, etc.)	\$100,778	\$80,000	\$64,000	\$130,000	18
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$85,500	\$85,500	\$67,000	\$104,000	2



Program Director/Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$92,110	\$83,000	\$67,000	\$107,000	55
University-based certification program in fundraising or nonprofit management	\$81,127	\$73,000	\$60,000	\$94,000	45
Other designation as fellow, certificate holder, or other	\$75,397	\$73,000	\$60,000	\$84,000	29
None of the above	\$78,888	\$70,000	\$55,000	\$93,000	202

**Table 39: Salary data for fundraising officer – U.S.**

Fundraising Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$72,330	\$73,500	\$64,000	\$83,500	12
Arts, Culture and Humanities	\$71,580	\$65,000	\$55,000	\$85,000	43
Association or Membership Foundation	\$64,133	\$66,000	\$57,500	\$71,300	6
Civic and Public Affairs	\$76,709	\$75,000	\$70,000	\$84,000	22
Community Development/Economic Development	\$63,799	\$59,000	\$53,500	\$71,300	19
Consultant	\$55,000	\$55,000	\$55,000	\$55,000	1
Education: Higher Education	\$81,057	\$75,504	\$64,218	\$89,000	95
Education: Not Higher Education	\$61,193	\$58,000	\$47,000	\$65,000	38
Environment	\$76,929	\$73,000	\$60,000	\$90,000	22
Fundraising and Allocation	\$70,753	\$61,000	\$54,000	\$85,000	18
Government or Quasi-Governmental Agency	\$47,500	\$47,500	\$40,000	\$55,000	2
Health	\$82,096	\$76,000	\$63,250	\$96,850	104
Human Services	\$68,677	\$65,000	\$54,000	\$80,000	123
International	\$65,408	\$55,800	\$50,000	\$78,000	11
Religion	\$69,022	\$63,000	\$49,000	\$77,000	15
Scientific or Social Science Research or Other Educational Body	\$87,644	\$87,000	\$77,000	\$100,000	9
None of the above	\$71,633	\$69,400	\$64,000	\$76,000	6
<b>What is the geographic scope of your organization?</b>					
International	\$80,568	\$75,000	\$64,218	\$95,000	75
National	\$82,962	\$77,000	\$65,000	\$90,000	105
Selected States/Provinces	\$81,340	\$74,752	\$61,000	\$93,000	18
Regional	\$73,225	\$70,000	\$59,100	\$84,500	80
Statewide/Provincewide	\$74,674	\$70,000	\$59,500	\$84,500	88
Local	\$69,264	\$64,000	\$54,000	\$80,000	214

Fundraising Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<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	\$58,489	\$52,500	\$32,979	\$84,000	4
\$100,000-\$249,999	\$62,100	\$55,000	\$50,000	\$65,000	10
\$250,000-\$499,999	\$50,026	\$52,000	\$41,000	\$55,000	23
\$500,000-\$999,999	\$64,197	\$60,000	\$53,500	\$73,500	33
\$1,000,000-\$2,999,999	\$63,785	\$62,000	\$52,000	\$72,000	73
\$3,000,000-\$4,999,999	\$75,928	\$72,000	\$62,500	\$82,000	49
\$5,000,000-\$9,999,999	\$76,641	\$72,000	\$60,534	\$85,000	59
\$10,000,000-\$49,999,999	\$80,854	\$78,015	\$64,500	\$90,000	114
\$50,000,000-\$74,999,999	\$92,537	\$87,000	\$77,000	\$100,000	19
\$75,000,000-\$99,999,999	\$114,155	\$107,500	\$87,000	\$134,550	10
\$100 million or more	\$85,357	\$76,000	\$69,000	\$98,000	47
I don't know	\$72,152	\$66,000	\$59,000	\$75,000	29
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$21,000	\$21,000	\$21,000	\$21,000	1
.001-<2	\$61,024	\$55,969	\$50,000	\$73,250	52
2-<6	\$69,852	\$65,000	\$55,000	\$81,000	162
6-<11	\$78,444	\$72,000	\$62,000	\$93,415	98
11 or more	\$86,217	\$83,000	\$71,000	\$100,000	106
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$64,319	\$64,000	\$20,957	\$108,000	3
\$250,000-\$499,999	\$55,754	\$53,000	\$41,000	\$65,800	13
\$500,000-\$999,999	\$54,243	\$55,000	\$50,000	\$60,000	17
\$1,000,000-\$2,999,999	\$69,573	\$63,250	\$53,280	\$85,784	48
\$3,000,000-\$4,999,999	\$66,057	\$63,500	\$52,500	\$79,000	36
\$5,000,000-\$9,999,999	\$67,613	\$63,000	\$53,750	\$74,500	40
\$10,000,000-\$49,999,999	\$76,176	\$74,500	\$60,000	\$87,000	97
\$50,000,000-\$74,999,999	\$78,489	\$84,000	\$65,000	\$92,000	17
\$75,000,000-\$99,999,999	\$88,586	\$79,500	\$61,500	\$100,000	16
\$100 million or more	\$93,978	\$85,000	\$75,000	\$111,000	45
I don't know	\$77,170	\$72,000	\$62,000	\$87,000	137

Fundraising Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$79,122	\$74,000	\$60,534	\$87,000	13
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$72,094	\$70,000	\$59,000	\$83,500	64
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$73,202	\$70,000	\$54,280	\$85,000	84
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$69,779	\$68,000	\$55,000	\$87,000	19
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$77,495	\$68,500	\$56,000	\$98,000	54
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$71,546	\$70,000	\$55,000	\$81,000	101
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$72,971	\$70,000	\$57,000	\$85,000	39
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$72,863	\$72,000	\$55,800	\$81,000	35
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$86,659	\$82,000	\$67,000	\$102,000	63
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$68,270	\$65,000	\$53,560	\$85,000	46
Population of 50,000-999,999	\$68,181	\$63,500	\$53,520	\$80,000	204
Population of 1,000,000-2,999,999	\$76,496	\$73,750	\$62,000	\$86,500	108
Population of 3 million or more	\$88,361	\$82,500	\$70,000	\$105,000	114
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$61,323	\$57,889	\$48,878	\$70,000	74
4-6 years	\$65,053	\$62,000	\$52,000	\$74,450	104
7-9 years	\$72,027	\$71,000	\$59,000	\$85,000	73
10-14 years	\$80,877	\$75,504	\$65,000	\$92,000	91
15-19 years	\$87,390	\$84,000	\$71,000	\$102,000	57
20-24 years	\$89,097	\$88,000	\$72,500	\$100,065	32
25-29 years	\$86,255	\$80,500	\$70,000	\$89,000	14
30 years or more	\$100,050	\$85,000	\$75,000	\$134,550	17

Fundraising Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$72,707	\$65,000	\$57,250	\$81,500	124
2 years	\$70,161	\$68,000	\$53,250	\$82,000	76
3 years	\$72,975	\$72,000	\$59,000	\$87,000	73
4 years	\$77,539	\$75,000	\$62,500	\$86,000	42
5-6 years	\$79,788	\$75,494	\$58,200	\$95,700	54
7-9 years	\$75,957	\$71,000	\$59,000	\$85,000	50
10-14 years	\$87,876	\$82,500	\$68,500	\$102,500	28
15 years or more	\$77,561	\$69,000	\$52,000	\$93,415	15
<b>What is your current age?</b>					
Under Age 25	\$51,948	\$49,439	\$45,000	\$60,000	10
25-34 years old	\$64,568	\$62,000	\$53,000	\$75,000	137
35-44 years old	\$74,256	\$70,300	\$60,000	\$86,000	119
45-54 years old	\$82,404	\$75,000	\$62,000	\$93,000	90
55-64 years old	\$85,589	\$82,500	\$68,000	\$98,000	86
65 years old or more	\$84,806	\$73,000	\$61,400	\$110,000	19
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$80,437	\$74,250	\$61,000	\$92,500	92
Woman or Female or Feminine	\$73,341	\$70,000	\$57,500	\$85,000	366
Gender Non-Conforming, Gender Queer, or Non-Binary	\$85,000	\$85,000	\$50,000	\$120,000	2
Prefer not to answer	\$188,000	\$188,000	\$188,000	\$188,000	1
<b>What is your education level?</b>					
High school	\$59,000	\$61,000	\$47,000	\$71,000	4
Associate's degree	\$65,467	\$60,000	\$53,000	\$72,000	21
Bachelor's degree	\$71,108	\$67,000	\$55,000	\$81,000	243
Master's degree	\$79,534	\$75,000	\$63,000	\$91,000	163
Doctorate	\$90,833	\$90,000	\$82,000	\$104,000	6
Post-graduate study specialization	\$72,750	\$67,500	\$58,000	\$87,500	4
Professional degree (JD, MD, DO, etc.)	\$89,766	\$83,000	\$67,000	\$102,000	17
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$78,030	\$78,030	\$78,030	\$78,030	1

Fundraising Officer — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$87,351	\$84,000	\$72,000	\$100,000	93
University-based certification program in fundraising or nonprofit management	\$77,235	\$70,000	\$59,250	\$88,650	68
Other designation as fellow, certificate holder, or other	\$76,704	\$73,000	\$65,000	\$90,000	35
None of the above	\$70,984	\$66,000	\$55,000	\$80,689	278

**Table 40: Salary data for grants manager – U.S.**

Grants Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$60,500	\$55,000	\$37,500	\$89,000	3
Arts, Culture and Humanities	\$49,403	\$50,700	\$43,000	\$53,702	15
Association or Membership Foundation	\$71,000	\$71,000	\$71,000	\$71,000	1
Civic and Public Affairs	\$40,000	\$40,000	\$40,000	\$40,000	1
Community Development/Economic Development	\$54,325	\$50,000	\$42,050	\$63,750	8
Consultant	\$65,000	\$65,000	\$65,000	\$65,000	1
Education: Higher Education	\$86,500	\$86,500	\$80,000	\$93,000	2
Education: Not Higher Education	\$60,702	\$57,000	\$49,500	\$70,000	12
Environment	\$64,897	\$59,000	\$54,380	\$80,000	6
Fundraising and Allocation	\$69,000	\$69,000	\$63,000	\$75,000	2
Government or Quasi-Governmental Agency	\$55,000	\$55,000	\$55,000	\$55,000	1
Health	\$67,310	\$66,800	\$54,000	\$80,000	21
Human Services	\$58,077	\$58,240	\$48,000	\$68,000	31
International	\$68,000	\$68,000	\$68,000	\$68,000	1
Scientific or Social Science Research or Other Educational Body	\$83,000	\$83,000	\$83,000	\$83,000	1
None of the above	\$31,205	\$31,205	\$1,224	\$61,185	2
<b>What is the geographic scope of your organization?</b>					
International	\$62,833	\$68,000	\$37,500	\$83,000	3
National	\$70,420	\$69,500	\$65,000	\$80,000	10
Selected States/Provinces	\$81,178	\$81,178	\$81,178	\$81,178	1
Regional	\$60,376	\$56,000	\$47,850	\$72,654	16
Statewide/Provincewide	\$62,881	\$58,000	\$53,000	\$78,000	17
Local	\$56,776	\$55,000	\$48,000	\$67,500	54

Grants Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<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	\$53,500	\$53,500	\$52,000	\$55,000	2
\$100,000-\$249,999	\$32,631	\$39,300	\$19,362	\$45,900	4
\$250,000-\$499,999	\$47,046	\$43,500	\$41,000	\$53,093	4
\$500,000-\$999,999	\$58,260	\$56,851	\$45,000	\$70,000	10
\$1,000,000-\$2,999,999	\$59,063	\$56,750	\$52,000	\$62,500	24
\$3,000,000-\$4,999,999	\$66,227	\$67,308	\$58,240	\$69,999	9
\$5,000,000-\$9,999,999	\$63,312	\$61,000	\$54,380	\$80,000	5
\$10,000,000-\$49,999,999	\$74,576	\$71,000	\$63,000	\$80,000	15
\$50,000,000-\$74,999,999	\$41,200	\$41,200	\$41,200	\$41,200	1
\$75,000,000-\$99,999,999	\$53,150	\$53,150	\$52,300	\$54,000	2
\$100 million or more	\$78,500	\$78,500	\$68,000	\$89,000	2
I don't know	\$59,500	\$59,000	\$52,750	\$66,250	4
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$40,721	\$46,550	\$40,000	\$54,000	6
2-<6	\$58,549	\$57,500	\$50,000	\$65,000	51
6-<11	\$70,730	\$68,640	\$66,000	\$80,000	15
11 or more	\$73,900	\$68,000	\$54,000	\$93,000	7
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$32,112	\$32,112	\$1,224	\$63,000	2
\$250,000-\$499,999	\$57,333	\$52,000	\$45,000	\$75,000	3
\$500,000-\$999,999	\$51,218	\$47,500	\$41,200	\$66,800	6
\$1,000,000-\$2,999,999	\$52,253	\$54,000	\$45,000	\$60,000	17
\$3,000,000-\$4,999,999	\$55,362	\$56,250	\$47,851	\$63,598	8
\$5,000,000-\$9,999,999	\$54,313	\$54,380	\$52,000	\$59,000	5
\$10,000,000-\$49,999,999	\$67,733	\$62,000	\$53,750	\$80,000	24
\$50,000,000-\$74,999,999	\$70,120	\$73,089	\$58,650	\$81,589	4
\$75,000,000-\$99,999,999	\$86,500	\$86,500	\$80,000	\$93,000	2
\$100 million or more	\$76,940	\$80,000	\$68,000	\$89,000	5
I don't know	\$64,917	\$66,250	\$54,000	\$70,000	6



Grants Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$60,957	\$58,000	\$48,000	\$83,000	7
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$72,220	\$75,000	\$52,000	\$89,000	10
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$56,701	\$55,190	\$52,000	\$66,800	10
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$68,626	\$65,154	\$49,351	\$80,000	8
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$55,400	\$59,000	\$40,000	\$63,000	5
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$51,308	\$52,300	\$45,000	\$55,000	13
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$50,333	\$50,000	\$43,000	\$58,000	3
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$60,355	\$60,000	\$54,000	\$66,000	9
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$58,858	\$63,500	\$55,000	\$80,000	18
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$53,128	\$52,350	\$39,300	\$73,750	8
Population of 50,000-999,999	\$59,839	\$54,690	\$45,000	\$70,000	38
Population of 1,000,000-2,999,999	\$56,763	\$57,000	\$53,702	\$62,196	18
Population of 3 million or more	\$65,495	\$62,500	\$56,250	\$80,589	20
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$52,961	\$52,300	\$42,000	\$58,240	25
4-6 years	\$56,334	\$57,500	\$48,000	\$65,000	21
7-9 years	\$65,050	\$63,500	\$58,000	\$78,000	10
10-14 years	\$63,117	\$61,500	\$54,500	\$66,500	12
15-19 years	\$63,750	\$72,500	\$50,000	\$77,500	4
20-24 years	\$73,000	\$80,000	\$59,000	\$80,000	3
25-29 years	\$63,722	\$80,000	\$61,185	\$83,200	5
30 years or more	\$115,000	\$115,000	\$115,000	\$115,000	1

Grants Manager — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$55,788	\$55,000	\$50,000	\$65,000	25
2 years	\$56,612	\$55,000	\$42,000	\$69,999	15
3 years	\$63,995	\$68,070	\$48,000	\$80,000	18
4 years	\$52,040	\$54,190	\$45,000	\$65,000	10
5-6 years	\$76,667	\$63,000	\$52,000	\$115,000	3
7-9 years	\$59,620	\$59,620	\$58,240	\$61,000	2
10-14 years	\$67,849	\$65,098	\$60,098	\$75,600	4
15 years or more	\$71,426	\$69,500	\$56,351	\$86,500	4
<b>What is your current age?</b>					
Under Age 25	\$40,000	\$40,000	\$40,000	\$40,000	1
25-34 years old	\$56,308	\$55,000	\$48,000	\$62,000	41
35-44 years old	\$63,420	\$65,000	\$52,500	\$69,999	15
45-54 years old	\$63,171	\$67,150	\$54,000	\$80,000	14
55-64 years old	\$77,000	\$80,000	\$71,500	\$82,500	4
65 years old or more	\$51,845	\$54,000	\$30,000	\$59,000	5
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$59,712	\$61,620	\$49,000	\$68,320	16
Woman or Female or Feminine	\$60,142	\$59,000	\$52,000	\$70,000	61
Transgender Woman or Female or Feminine	\$42,000	\$42,000	\$42,000	\$42,000	1
Gender Non-Conforming, Gender Queer, or Non-Binary	\$39,000	\$39,000	\$39,000	\$39,000	1
Prefer not to answer	\$67,500	\$67,500	\$67,500	\$67,500	1
<b>What is your education level?</b>					
Associate's degree	\$62,900	\$62,900	\$59,000	\$66,800	2
Bachelor's degree	\$59,492	\$60,000	\$50,700	\$68,640	37
Master's degree	\$58,991	\$56,000	\$50,000	\$69,999	37
Doctorate	\$67,500	\$67,500	\$67,500	\$67,500	1
Post-graduate study specialization	\$71,690	\$71,690	\$54,380	\$89,000	2
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$52,000	\$52,000	\$52,000	\$52,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$68,650	\$71,500	\$56,000	\$80,000	8
University-based certification program in fundraising or nonprofit management	\$53,166	\$53,650	\$45,000	\$63,000	14
Other designation as fellow, certificate holder, or other	\$63,310	\$64,000	\$53,702	\$78,000	10
None of the above	\$59,459	\$58,000	\$50,000	\$68,000	53

**Table 41: Salary data for other fundraising staff – U.S.**

Other Fundraising Staff — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$39,679	\$38,000	\$36,000	\$45,000	10
Arts, Culture and Humanities	\$45,978	\$43,000	\$40,000	\$50,000	29
Civic and Public Affairs	\$48,880	\$47,000	\$42,500	\$51,000	11
Community Development/Economic Development	\$46,031	\$44,750	\$38,500	\$51,500	8
Education: Higher Education	\$58,920	\$55,750	\$50,000	\$67,775	23
Education: Not Higher Education	\$49,130	\$47,000	\$42,000	\$54,000	21
Environment	\$49,423	\$45,500	\$37,000	\$55,548	14
Fundraising and Allocation	\$54,063	\$46,000	\$45,000	\$63,500	8
Government or Quasi-Governmental Agency	\$71,000	\$71,000	\$71,000	\$71,000	1
Health	\$55,083	\$52,000	\$45,000	\$67,000	31
Human Services	\$46,126	\$45,500	\$39,760	\$51,565	56
International	\$58,375	\$61,500	\$43,500	\$73,250	4
Religion	\$40,146	\$39,000	\$35,000	\$52,000	7
Scientific or Social Science Research or Other Educational Body	\$55,275	\$58,325	\$45,000	\$63,500	6
None of the above	\$42,571	\$40,000	\$35,000	\$45,000	7
<b>What is the geographic scope of your organization?</b>					
International	\$54,224	\$56,500	\$42,000	\$70,000	18
National	\$50,739	\$48,500	\$42,000	\$57,000	35
Selected States/Provinces	\$41,131	\$41,000	\$28,263	\$54,000	4
Regional	\$48,495	\$43,850	\$40,000	\$52,000	26
Statewide/Provincewide	\$53,052	\$49,250	\$42,000	\$64,250	36
Local	\$47,978	\$46,000	\$40,000	\$54,000	119

Other Fundraising Staff — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<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	\$49,573	\$51,719	\$42,000	\$60,000	6
\$100,000-\$249,999	\$49,921	\$50,000	\$42,000	\$54,000	11
\$250,000-\$499,999	\$46,425	\$45,000	\$40,950	\$48,000	14
\$500,000-\$999,999	\$49,057	\$46,000	\$42,500	\$51,713	17
\$1,000,000-\$2,999,999	\$45,002	\$42,850	\$38,000	\$51,750	48
\$3,000,000-\$4,999,999	\$51,222	\$50,000	\$40,000	\$60,000	17
\$5,000,000-\$9,999,999	\$52,593	\$50,000	\$47,000	\$60,000	17
\$10,000,000-\$49,999,999	\$55,405	\$52,000	\$45,000	\$65,000	27
\$50,000,000-\$74,999,999	\$53,067	\$48,450	\$45,000	\$66,500	6
\$75,000,000-\$99,999,999	\$68,000	\$68,000	\$52,000	\$84,000	2
\$100 million or more	\$66,625	\$67,250	\$61,750	\$71,500	4
I don't know	\$47,536	\$43,500	\$37,000	\$54,000	26
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$50,750	\$42,000	\$35,000	\$66,500	4
.001-<2	\$49,200	\$50,000	\$38,500	\$57,500	35
2-<6	\$48,030	\$45,000	\$40,000	\$52,000	90
6-<11	\$47,885	\$48,500	\$40,000	\$54,500	22
11 or more	\$56,111	\$49,000	\$45,000	\$68,000	19
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$52,771	\$50,655	\$42,250	\$63,293	4
\$250,000-\$499,999	\$45,260	\$43,000	\$38,500	\$46,000	11
\$500,000-\$999,999	\$52,699	\$50,000	\$45,000	\$60,000	14
\$1,000,000-\$2,999,999	\$45,255	\$45,000	\$39,000	\$51,607	32
\$3,000,000-\$4,999,999	\$48,184	\$47,000	\$41,000	\$51,000	22
\$5,000,000-\$9,999,999	\$47,900	\$42,700	\$40,000	\$54,000	13
\$10,000,000-\$49,999,999	\$52,607	\$50,500	\$45,000	\$56,000	30
\$50,000,000-\$74,999,999	\$46,125	\$45,250	\$39,750	\$52,500	4
\$75,000,000-\$99,999,999	\$46,000	\$46,000	\$46,000	\$46,000	1
\$100 million or more	\$58,418	\$63,500	\$47,760	\$71,000	9
I don't know	\$50,909	\$47,950	\$39,520	\$59,000	54

Other Fundraising Staff — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$47,855	\$52,065	\$42,000	\$54,000	6
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$50,141	\$47,190	\$40,000	\$55,750	30
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$48,990	\$45,000	\$40,000	\$57,355	37
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$53,250	\$51,500	\$49,500	\$57,000	4
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$51,223	\$48,450	\$42,000	\$52,000	22
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$44,476	\$42,500	\$38,000	\$50,000	42
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$47,935	\$46,500	\$42,500	\$51,607	16
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$49,323	\$45,000	\$36,000	\$65,000	14
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$60,534	\$57,500	\$53,000	\$67,000	26
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$47,840	\$46,000	\$40,000	\$54,000	22
Population of 50,000-999,999	\$48,368	\$46,000	\$40,000	\$53,730	97
Population of 1,000,000-2,999,999	\$49,643	\$47,450	\$40,000	\$54,437	46
Population of 3 million or more	\$56,648	\$55,825	\$45,000	\$65,000	30
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$45,847	\$45,000	\$39,520	\$51,000	96
4-6 years	\$49,942	\$47,000	\$41,000	\$56,650	39
7-9 years	\$54,044	\$51,500	\$44,500	\$58,500	24
10-14 years	\$63,849	\$63,250	\$54,750	\$75,000	16
15-19 years	\$48,816	\$47,380	\$44,000	\$58,810	7
20-24 years	\$57,143	\$60,000	\$51,713	\$60,000	5
25-29 years	\$53,368	\$55,750	\$42,355	\$62,000	3
30 years or more	\$68,000	\$68,000	\$68,000	\$68,000	1

Other Fundraising Staff — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$48,160	\$46,000	\$40,000	\$55,000	73
2 years	\$45,559	\$43,500	\$40,000	\$49,680	34
3 years	\$50,294	\$49,255	\$41,750	\$56,678	24
4 years	\$48,677	\$45,000	\$38,000	\$55,750	17
5-6 years	\$58,306	\$53,000	\$48,000	\$64,000	18
7-9 years	\$56,589	\$52,000	\$43,000	\$66,500	13
10-14 years	\$65,703	\$66,905	\$48,405	\$83,000	4
15 years or more	\$46,999	\$50,357	\$40,375	\$56,000	8
<b>What is your current age?</b>					
Under Age 25	\$44,433	\$45,000	\$39,760	\$48,340	20
25-34 years old	\$49,372	\$45,000	\$40,000	\$54,250	92
35-44 years old	\$49,295	\$47,380	\$39,500	\$55,750	36
45-54 years old	\$52,015	\$51,565	\$43,750	\$57,905	24
55-64 years old	\$55,551	\$52,000	\$46,000	\$67,775	17
65 years old or more	\$62,500	\$62,500	\$60,000	\$65,000	2
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$47,928	\$47,340	\$40,475	\$54,250	24
Woman or Female or Feminine	\$49,869	\$47,000	\$40,000	\$56,000	163
Gender Non-Conforming, Gender Queer, or Non-Binary	\$75,000	\$75,000	\$75,000	\$75,000	1
Prefer not to answer	\$58,678	\$58,678	\$57,355	\$60,000	2
<b>What is your education level?</b>					
High school	\$37,667	\$46,000	\$18,000	\$49,000	3
Associate's degree	\$44,143	\$42,500	\$32,000	\$48,000	7
Bachelor's degree	\$48,590	\$45,500	\$40,000	\$55,274	124
Master's degree	\$53,170	\$50,000	\$43,000	\$57,000	53
Post-graduate study specialization	\$55,000	\$55,000	\$55,000	\$55,000	1
Professional degree (JD, MD, DO, etc.)	\$75,500	\$75,500	\$69,000	\$82,000	2

Other Fundraising Staff — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$57,167	\$57,500	\$46,000	\$68,000	3
University-based certification program in fundraising or nonprofit management	\$48,908	\$47,000	\$42,700	\$53,730	15
Other designation as fellow, certificate holder, or other	\$49,693	\$50,000	\$39,000	\$58,178	20
None of the above	\$49,968	\$47,000	\$40,000	\$55,875	148

**Table 42: Salary data for consultant – U.S.**

Consultant — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Education: Higher Education	\$63,000	\$63,000	\$63,000	\$63,000	1
Education: Not Higher Education	\$15,000	\$15,000	\$15,000	\$15,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$93,951	\$80,000	\$67,000	\$130,000	13
National	\$111,330	\$81,360	\$54,000	\$148,500	52
Selected States/Provinces	\$107,500	\$84,000	\$62,500	\$125,000	16
Regional	\$96,696	\$90,400	\$62,000	\$135,000	25
Statewide/Provincewide	\$86,600	\$76,000	\$50,000	\$120,000	24
Local	\$88,050	\$62,000	\$36,000	\$104,000	33
<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	\$15,000	\$15,000	\$15,000	\$15,000	1
\$75,000,000-\$99,999,999	\$63,000	\$63,000	\$63,000	\$63,000	1
<b>How many FTE fundraising professionals work in your organization?</b>					
2-<6	\$15,000	\$15,000	\$15,000	\$15,000	1
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$15,000	\$15,000	\$15,000	\$15,000	1
I don't know	\$63,000	\$63,000	\$63,000	\$63,000	1



Consultant — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$77,400	\$70,000	\$40,000	\$120,000	10
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$113,417	\$82,000	\$75,000	\$137,500	12
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$124,506	\$90,000	\$60,000	\$150,000	25
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$69,500	\$70,000	\$44,000	\$95,000	4
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$79,219	\$85,000	\$21,572	\$100,400	9
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	\$140,023	\$77,750	\$61,135	\$160,000	16
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$86,933	\$63,000	\$50,000	\$105,000	9
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	\$75,509	\$65,000	\$50,000	\$100,000	14
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$98,468	\$104,500	\$70,000	\$130,000	16
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$77,218	\$75,000	\$50,000	\$100,000	11
Population of 50,000-999,999	\$75,314	\$72,700	\$48,000	\$100,400	45
Population of 1,000,000-2,999,999	\$135,102	\$95,200	\$70,135	\$162,500	28
Population of 3 million or more	\$124,923	\$105,000	\$60,000	\$160,000	31
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$61,234	\$63,000	\$53,000	\$87,366	7
4-6 years	\$55,735	\$50,000	\$23,485	\$80,000	11
7-9 years	\$66,465	\$65,000	\$40,000	\$81,720	11
10-14 years	\$80,397	\$84,000	\$50,000	\$115,000	9
15-19 years	\$120,350	\$90,200	\$75,000	\$150,000	14
20-24 years	\$90,171	\$85,000	\$50,000	\$105,000	14
25-29 years	\$167,714	\$147,500	\$100,000	\$175,000	14
30 years or more	\$118,554	\$100,000	\$60,000	\$138,193	33

Consultant — U.S.	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$70,385	\$63,000	\$50,000	\$90,000	13
2 years	\$79,127	\$75,000	\$50,000	\$90,400	11
3 years	\$102,303	\$75,000	\$44,600	\$147,000	19
4 years	\$67,071	\$58,000	\$20,000	\$96,000	7
5-6 years	\$69,407	\$65,000	\$50,000	\$81,720	13
7-9 years	\$132,667	\$132,000	\$105,000	\$137,000	9
10-14 years	\$115,769	\$100,000	\$50,000	\$140,000	13
15 years or more	\$143,839	\$104,000	\$81,000	\$164,000	27
<b>What is your current age?</b>					
25-34 years old	\$97,133	\$72,635	\$43,800	\$80,860	12
35-44 years old	\$74,176	\$65,000	\$50,000	\$91,000	17
45-54 years old	\$119,273	\$90,000	\$72,700	\$137,000	27
55-64 years old	\$103,544	\$100,000	\$50,000	\$150,000	35
65 years old or more	\$120,150	\$98,000	\$50,000	\$128,500	20
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$140,240	\$108,500	\$76,350	\$155,700	24
Woman or Female or Feminine	\$93,688	\$75,500	\$50,000	\$120,000	89
<b>What is your education level?</b>					
High school	\$50,000	\$50,000	\$50,000	\$50,000	1
Associate's degree	\$65,000	\$75,000	\$20,000	\$100,000	3
Bachelor's degree	\$105,316	\$83,360	\$56,000	\$135,000	56
Master's degree	\$99,809	\$76,000	\$53,000	\$125,000	38
Doctorate	\$135,000	\$135,000	\$130,000	\$140,000	2
Post-graduate study specialization	\$25,000	\$25,000	\$25,000	\$25,000	1
Professional degree (JD, MD, DO, etc.)	\$134,064	\$80,000	\$75,000	\$195,000	9
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$89,000	\$84,000	\$3,000	\$180,000	3
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$117,768	\$90,000	\$65,000	\$140,000	51
ACFRE	\$101,250	\$116,000	\$80,000	\$122,500	4
University-based certification program in fundraising or nonprofit management	\$86,682	\$75,500	\$50,000	\$96,000	11
Other designation as fellow, certificate holder, or other	\$104,975	\$93,000	\$68,500	\$131,000	20
None of the above	\$97,567	\$80,000	\$43,000	\$132,000	41

# Appendix I.B:

## Compensation – Canada

Salary data is shown by job title, including sub-tables by organizational characteristics (subsector, scope, fundraising staff size, amount raised, region of the country, metropolitan area) and individual characteristics (years of experience, age, education, and certifications).

**Table 43: Change in compensation – Canada**

Considering your salary or wages in 2020, by what percentage did your professional income change in 2021?	Canada (n=430)	
	n	%
Down 10% or more	16	3.7%
Down 7-9%	6	1.4%
Down 4-6%	6	1.4%
Down 1-3%	7	1.6%
No change	122	28.4%
Up 1-3%	158	36.7%
Up 4-6%	49	11.4%
Up 7-9%	14	3.3%
Up 10% or more	52	12.1%

**Table 44: Compensation by position – Canada**

Current Position	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
President, CEO, or Executive Director	\$109,162	\$135,309	24%	\$100,000	\$115,000	15%	\$85,000	\$170,000	83
Dean or Unit Head	-	\$93,000	-	-	\$93,000	-	\$93,000	\$93,000	1
Chief Operating Officer	-	\$144,333	-	-	\$149,000	-	\$90,000	\$200,000	6
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	\$103,311	\$109,165	6%	\$100,000	\$96,250	-4%	\$83,750	\$125,000	100
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	\$108,667	\$99,147	-9%	\$108,500	\$93,000	-14%	\$90,000	\$110,000	17
Program Director/Manager	\$79,947	\$83,367	4%	\$79,900	\$78,500	-2%	\$66,500	\$95,000	64
Fundraising Officer	\$66,284	\$66,147	0%	\$66,000	\$65,000	-2%	\$55,000	\$78,989	95
Grants Manager	-	\$48,053	-	-	\$47,000	-	\$43,000	\$60,000	9
Other Fundraising Staff Position	\$52,321	\$52,649	1%	\$48,500	\$50,000	3%	\$44,750	\$61,000	32
Consultant - Principal	\$110,333	-	-	\$109,000	-	-	-	-	-
Consultant - Staff Member	\$115,000	-	-	\$115,000	-	-	-	-	-
Consultant - Specialized	\$72,692	-	-	\$50,000	-	-	-	-	-
Consultant	-	\$82,083	-	-	\$60,000	-	\$35,000	\$117,500	12
Not working in fundraising at the end of 2021 but hoping to find work in the field again	-	\$82,667	-	-	\$73,000	-	\$60,000	\$90,000	9
Other	\$106,250	-	-	\$75,000	-	-	-	-	-

**Table 45: Compensation by subsector – Canada**

Subsector / Organizational Focus	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
Animals/Animal Welfare	\$83,283	\$87,104	5%	\$77,350	\$90,268	17%	\$70,000	\$100,000	10
Arts, Culture and Humanities	\$87,872	\$77,856	-11%	\$77,500	\$68,000	-12%	\$51,000	\$92,000	38
Public Broadcasting, Nonprofit Publishing	\$55,500	-	-	\$55,500	-	-	-	-	-
Association or Membership Foundation	\$74,475	\$107,959	45%	\$53,950	\$107,959	100%	\$50,918	\$165,000	2
Civic and Public Affairs	\$67,475	\$81,150	20%	\$64,500	\$79,750	24%	\$68,500	\$108,750	8
Community Development/Economic Development	\$64,379	\$82,733	29%	\$63,500	\$72,800	15%	\$61,500	\$94,500	24
Consultant	-	-	-	-	-	-	-	-	0
Education: Higher Education	\$91,846	\$101,312	10%	\$84,000	\$85,900	2%	\$69,950	\$125,000	52
Education: Not Higher Education	\$74,667	\$92,665	24%	\$58,000	\$90,500	56%	\$60,083	\$110,000	34
Primary or Secondary Education	\$97,375	-	-	\$98,565	-	-	-	-	-
Environment	\$78,453	\$82,551	5%	\$75,000	\$79,750	6%	\$60,000	\$111,000	18
Fundraising and Allocation	\$75,770	\$82,607	9%	\$75,000	\$82,000	9%	\$59,000	\$110,000	19
Government or Quasi-Governmental Agency	\$67,500	\$61,500	-9%	\$67,500	\$61,500	-9%	\$57,000	\$66,000	2
Health	\$92,463	\$107,136	16%	\$81,000	\$86,000	6%	\$65,000	\$115,000	141
National or Regional Health Agency	\$90,283	-	-	\$82,500	-	-	-	-	-
Human Services	\$74,337	\$77,786	5%	\$69,470	\$70,000	1%	\$57,000	\$90,000	79
International	\$97,841	\$104,547	7%	\$85,000	\$94,000	11%	\$57,000	\$165,000	15
Emergency Relief/Humanitarian Aid	\$97,841	-	-	\$85,000	-	-	-	-	-
International Development/Overseas Aid and Support	\$82,805	-	-	\$75,000	-	-	-	-	-
Religion	\$88,209	\$65,288	-26%	\$85,000	\$53,000	-38%	\$49,750	\$87,900	8
Scientific/Social Science Research or Other Educational Body	\$95,100	\$79,000	-17%	\$70,000	\$79,000	13%	\$79,000	\$79,000	1
None of the above	-	\$82,360	-	-	\$68,500	-	\$55,000	\$83,000	10

**Table 46: Compensation by organizational region – Canada**

Organizational Region	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
Alberta	-	\$88,623	-	-	\$77,500	-	\$63,000	\$100,000	46
British Columbia	-	\$89,483	-	-	\$86,000	-	\$68,000	\$103,958	55
Manitoba	-	\$73,279	-	-	\$65,457	-	\$54,000	\$90,000	22
New Brunswick	-	\$75,816	-	-	\$69,000	-	\$59,764	\$77,500	8
Newfoundland and Labrador	-	\$69,182	-	-	\$65,000	-	\$48,000	\$92,000	11
Novia Scotia	-	\$88,128	-	-	\$74,000	-	\$66,000	\$93,000	25
Ontario	-	\$101,075	-	-	\$86,000	-	\$63,000	\$115,000	211
Prince Edward Island	-	\$107,000	-	-	\$107,000	-	\$107,000	\$107,000	1
Quebec	-	\$92,023	-	-	\$84,500	-	\$60,000	\$115,000	34
Saskatchewan	-	\$104,922	-	-	\$99,000	-	\$67,500	\$117,500	16

**Table 47: Compensation by organizational scope – Canada**

Scope of Service	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
International	\$95,797	\$106,623	11%	\$85,000	\$93,000	9%	\$68,000	\$130,000	57
National	\$89,409	\$93,486	5%	\$80,000	\$80,204	0%	\$64,000	\$111,000	99
Selected Provinces	-	\$99,481	-	-	\$83,000	-	\$45,000	\$144,000	11
Provincial and/or Regional	-	\$104,688	-	-	\$85,500	-	\$61,600	\$97,689	34
Statewide/Provincewide	\$90,668	\$90,353	0%	\$80,000	\$80,204	0%	\$60,000	\$102,000	99
Local or Multiple Communities	\$80,406	\$92,158	15%	\$77,000	\$79,500	3%	\$60,042	\$100,000	192

**Table 48: Size of metropolitan area where the survey participant's office is located – Canada**

Size of Metro Area	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
Population less than 50,000	\$78,562	\$76,450	-3%	\$80,000	\$63,000	-21%	\$50,000	\$86,768	28
Population of 50,000-999,999	\$78,190	\$90,423	16%	\$72,250	\$80,000	11%	\$63,000	\$99,000	189
Population of 1,000,000-2,999,999	\$89,660	\$93,213	4%	\$80,000	\$81,000	1%	\$63,000	\$115,000	114
Population of 3 million or more	\$99,270	\$108,399	9%	\$90,000	\$92,500	3%	\$73,000	\$125,000	97

**Table 49: Compensation by organizational total expenditures (budget) – Canada**

Annual Budget of Organization	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
Less than \$250,000	\$58,390	\$71,268	22%	\$53,500	\$70,000	31%	\$55,000	\$85,000	19
\$250,000-\$499,999	\$87,922	\$78,628	-11%	\$85,883	\$74,800	-13%	\$48,000	\$90,000	26
\$500,000-\$999,999	\$80,610	\$110,039	37%	\$80,000	\$100,000	25%	\$75,602	\$122,500	35
\$1,000,000-\$2,999,999	\$80,103	\$82,724	3%	\$75,500	\$73,500	-3%	\$56,000	\$94,500	68
\$3,000,000-\$4,999,999	\$88,487	\$101,754	15%	\$75,000	\$86,000	15%	\$66,000	\$110,000	45
\$5,000,000-\$9,999,999	\$87,450	\$95,534	9%	\$80,000	\$87,250	9%	\$68,756	\$100,000	42
\$10,000,000-\$49,999,999	\$99,913	\$113,594	14%	\$85,000	\$95,000	12%	\$73,000	\$131,000	67
\$50,000,000-\$74,999,999	\$98,713	\$155,833	58%	\$82,563	\$146,000	77%	\$94,000	\$220,000	6
\$75,000,000-\$99,999,999	\$82,002	\$128,000	56%	\$81,000	\$128,000	58%	\$49,000	\$207,000	2
\$100 million or more	\$110,786	\$106,133	-4%	\$94,500	\$90,000	-5%	\$70,000	\$125,000	27
I don't know	\$74,175	\$75,802	2%	\$70,250	\$66,000	-6%	\$56,500	\$88,500	72

**Table 50: Compensation by amount raised – Canada**

Annual Amount Raised	Mean (2020)	Mean (2021)	Change (20-21)	Median (2020)	Median (2021)	Change (20-21)	25th Percentile	75th Percentile	Count
Whole Sample with top 5%	\$86,876	\$94,225	8%	\$80,000	\$82,000	3%	\$63,000	\$110,000	429
Sample without top 5%	\$80,677	\$85,045	5%	\$78,000	\$80,000	3%	\$60,083	\$100,000	407
Less than \$100,000	\$55,623	\$61,830	11%	\$54,000	\$54,377	1%	\$42,000	\$80,000	18
\$100,000-\$249,999	\$72,988	\$70,298	-4%	\$62,000	\$65,000	5%	\$53,040	\$89,000	25
\$250,000-\$499,999	\$70,890	\$74,355	5%	\$68,500	\$68,000	-1%	\$52,000	\$85,000	29
\$500,000-\$999,999	\$70,556	\$78,611	11%	\$66,500	\$70,000	5%	\$56,500	\$89,000	35
\$1,000,000-\$2,999,999	\$86,074	\$91,749	7%	\$84,100	\$87,000	3%	\$69,900	\$103,958	82
\$3,000,000-\$4,999,999	\$92,039	\$99,606	8%	\$86,500	\$95,500	10%	\$70,000	\$121,500	40
\$5,000,000-\$9,999,999	\$94,462	\$105,963	12%	\$85,000	\$87,500	3%	\$70,000	\$125,000	51
\$10,000,000-\$49,999,999	\$93,695	\$112,612	20%	\$84,500	\$90,000	7%	\$68,000	\$125,000	77
\$50,000,000-\$74,999,999	\$86,661	\$77,143	-11%	\$78,000	\$79,000	1%	\$60,000	\$93,000	7
\$75,000,000-\$99,999,999	\$78,900	\$73,600	-7%	\$58,000	\$73,600	27%	\$73,600	\$73,600	1
\$100 million or more	\$124,010	\$127,683	3%	\$100,000	\$98,845	-1%	\$77,875	\$154,500	28
I don't know	-	\$65,111	-	-	\$65,000	-	\$52,500	\$72,138	16

**Table 51: Salary data for CEO/ED – Canada**

CEO/ED – Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts, Culture and Humanities	\$76,100	\$85,000	\$74,000	\$89,500	5
Association or Membership Foundation	\$165,000	\$165,000	\$165,000	\$165,000	1
Civic and Public Affairs	\$10,200	\$10,200	\$10,200	\$10,200	1
Community Development/Economic Development	\$102,371	\$96,000	\$73,600	\$135,000	7
Education: Higher Education	\$170,000	\$170,000	\$142,000	\$198,000	2
Education: Not Higher Education	\$119,743	\$120,000	\$73,600	\$141,000	9
Environment	\$89,000	\$89,000	\$89,000	\$89,000	1
Fundraising and Allocation	\$86,087	\$100,000	\$60,083	\$115,000	9
Health	\$168,671	\$145,000	\$100,000	\$220,000	39
Human Services	\$103,818	\$89,490	\$75,000	\$135,000	10
International	\$88,300	\$89,000	\$29,100	\$147,500	4
Religion	\$48,000	\$48,000	\$48,000	\$48,000	1
None of the above	\$75,000	\$75,000	\$67,000	\$83,000	2
<b>What is the geographic scope of your organization?</b>					
International	\$133,314	\$165,000	\$48,000	\$185,000	7
National	\$121,225	\$111,250	\$81,050	\$157,500	8
Selected States/Provinces	\$245,000	\$245,000	\$245,000	\$245,000	1
Regional	\$178,143	\$180,000	\$87,000	\$252,000	7
Statewide/Provincewide	\$128,669	\$107,000	\$99,400	\$160,000	17
Local	\$134,070	\$111,000	\$79,000	\$145,000	49
<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	\$66,683	\$48,500	\$42,000	\$88,100	6
\$100,000-\$249,999	\$86,677	\$87,990	\$83,000	\$90,000	6
\$250,000-\$499,999	\$91,870	\$80,301	\$70,000	\$105,000	10
\$500,000-\$999,999	\$103,722	\$110,000	\$75,000	\$122,500	9
\$1,000,000-\$2,999,999	\$119,886	\$107,500	\$88,034	\$122,500	24
\$3,000,000-\$4,999,999	\$144,067	\$144,500	\$126,000	\$170,000	6
\$5,000,000-\$9,999,999	\$188,625	\$195,000	\$170,000	\$222,500	8
\$10,000,000-\$49,999,999	\$247,636	\$245,000	\$165,000	\$280,000	11
\$75,000,000-\$99,999,999	\$73,600	\$73,600	\$73,600	\$73,600	1



CEO/ED — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>How many FTE fundraising professionals work in your organization?</b>					
None	\$55,220	\$42,000	\$42,000	\$74,600	5
.001-<2	\$91,809	\$87,540	\$73,600	\$105,000	26
2-<6	\$144,706	\$115,000	\$99,400	\$170,000	34
6-<11	\$184,550	\$173,000	\$135,000	\$227,000	10
11 or more	\$232,000	\$248,500	\$165,000	\$270,000	6
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$71,308	\$65,042	\$55,000	\$83,000	10
\$250,000-\$499,999	\$95,183	\$89,000	\$75,000	\$115,000	15
\$500,000-\$999,999	\$126,136	\$108,500	\$90,000	\$128,000	22
\$1,000,000-\$2,999,999	\$131,413	\$125,000	\$85,000	\$180,000	15
\$3,000,000-\$4,999,999	\$236,200	\$170,000	\$165,000	\$245,000	5
\$5,000,000-\$9,999,999	\$208,500	\$208,500	\$165,000	\$252,000	2
\$10,000,000-\$49,999,999	\$206,400	\$202,500	\$145,000	\$270,000	10
\$100 million or more	\$73,600	\$73,600	\$73,600	\$73,600	1
I don't know	\$198,000	\$198,000	\$198,000	\$198,000	1
<b>In what region is the office where you work located?</b>					
Alberta	\$138,822	\$120,000	\$89,000	\$145,000	9
British Columbia	\$119,588	\$97,250	\$78,801	\$142,500	8
Manitoba	\$109,000	\$105,000	\$42,000	\$180,000	3
New Brunswick	\$94,000	\$85,000	\$55,000	\$142,000	3
Newfoundland and Labrador	\$65,000	\$65,000	\$65,000	\$65,000	1
Novia Scotia	\$107,867	\$73,600	\$70,000	\$180,000	3
Ontario	\$143,665	\$115,000	\$89,067	\$170,000	45
Prince Edward Island	\$107,000	\$107,000	\$107,000	\$107,000	1
Quebec	\$137,875	\$120,500	\$91,500	\$192,500	8
Saskatchewan	\$176,000	\$176,000	\$125,000	\$227,000	2
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$110,429	\$87,000	\$59,000	\$170,000	7
Population of 50,000-999,999	\$123,832	\$105,000	\$75,602	\$142,000	45
Population of 1,000,000-2,999,999	\$141,642	\$135,000	\$115,000	\$165,000	19
Population of 3 million or more	\$182,832	\$175,000	\$100,000	\$215,000	12

CEO/ED — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$65,750	\$65,750	\$42,000	\$89,500	2
4-6 years	\$99,840	\$94,700	\$79,000	\$115,000	10
7-9 years	\$110,347	\$90,500	\$60,083	\$110,000	6
10-14 years	\$124,719	\$141,000	\$82,000	\$150,000	14
15-19 years	\$118,618	\$120,500	\$86,980	\$165,000	10
20-24 years	\$153,294	\$128,750	\$101,000	\$175,000	16
25-29 years	\$124,625	\$105,000	\$68,500	\$178,500	8
30 years or more	\$179,806	\$120,000	\$96,000	\$244,000	17
<b>For how many years have you been with your current employer?</b>					
One year or less	\$156,600	\$153,000	\$105,000	\$185,000	6
2 years	\$102,910	\$96,500	\$75,602	\$126,000	10
3 years	\$122,375	\$102,250	\$73,500	\$171,250	4
4 years	\$132,820	\$105,500	\$89,000	\$145,000	10
5-6 years	\$130,457	\$125,000	\$90,000	\$170,000	14
7-9 years	\$150,715	\$128,000	\$89,067	\$227,000	17
10-14 years	\$159,544	\$120,000	\$83,000	\$205,000	11
15 years or more	\$118,245	\$115,000	\$74,600	\$161,000	11
<b>What is your current age?</b>					
25-34 years old	\$42,000	\$42,000	\$42,000	\$42,000	1
35-44 years old	\$129,213	\$145,000	\$87,000	\$170,000	15
45-54 years old	\$128,447	\$105,000	\$74,600	\$161,000	31
55-64 years old	\$151,229	\$120,000	\$92,000	\$185,000	33
65 years old or more	\$96,500	\$96,500	\$67,000	\$126,000	2
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$146,791	\$130,000	\$74,000	\$225,000	23
Woman or Female or Feminine	\$130,042	\$113,000	\$86,980	\$150,000	58
<b>What is your education level?</b>					
High School	\$99,833	\$110,000	\$67,000	\$122,500	3
Two-year Diploma/Associate Degree	\$95,283	\$90,050	\$75,602	\$120,000	18
Four-year College/Bachelor's Degree/1er cycle	\$136,598	\$110,000	\$75,000	\$165,000	35
Master's Degree/2e cycle	\$152,182	\$135,500	\$107,000	\$198,000	22
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	\$217,417	\$252,000	\$205,000	\$270,000	5

CEO/ED — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$144,691	\$132,500	\$99,700	\$191,500	36
ACFRE	\$244,000	\$244,000	\$244,000	\$244,000	1
University-based certification program in fundraising or nonprofit management	\$165,000	\$145,000	\$102,500	\$227,500	4
Other designation as fellow, certificate holder, or other	\$126,843	\$115,000	\$87,000	\$180,000	9
None of the above	\$125,477	\$91,000	\$74,500	\$141,500	36

**Table 52: Salary data for dean or unit head – Canada**

Dean or Unit Head — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Education: Higher Education	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$93,000	\$93,000	\$93,000	\$93,000	1
National	\$93,000	\$93,000	\$93,000	\$93,000	1
Statewide/Provincewide	\$93,000	\$93,000	\$93,000	\$93,000	1
Local	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?</b>					
\$50,000,000-\$74,999,999	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>How many FTE fundraising professionals work in your organization?</b>					
11 or more	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
I don't know	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>In what region is the office where you work located?</b>					
Novia Scotia	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>In what size metropolitan area is the office where you work located?</b>					
Population of 50,000-999,999	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>For how many years have you been employed as a fundraising professional?</b>					
10-14 years	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>For how many years have you been with your current employer?</b>					
2 years	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>What is your current age?</b>					
25-34 years old	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>How would you describe your gender identity?</b>					
Woman or Female or Feminine	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>What is your education level?</b>					
Master's Degree/2e cycle	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$93,000	\$93,000	\$93,000	\$93,000	1

**Table 53: Salary data for chief operating officer – Canada**

Chief Operating Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts, Culture and Humanities	\$200,000	\$200,000	\$200,000	\$200,000	1
Education: Not Higher Education	\$54,000	\$54,000	\$54,000	\$54,000	1
Health	\$154,667	\$150,000	\$90,000	\$224,000	3
Religion	\$54,000	\$54,000	\$54,000	\$54,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$148,000	\$148,000	\$148,000	\$148,000	1
National	\$200,000	\$200,000	\$200,000	\$200,000	1
Local	\$129,500	\$120,000	\$72,000	\$187,000	4
<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	\$54,000	\$54,000	\$54,000	\$54,000	1
\$500,000-\$999,999	\$200,000	\$200,000	\$200,000	\$200,000	1
\$5,000,000-\$9,999,999	\$120,000	\$120,000	\$90,000	\$150,000	2
\$10,000,000-\$49,999,999	\$224,000	\$224,000	\$224,000	\$224,000	1
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$54,000	\$54,000	\$54,000	\$54,000	1
2-<6	\$200,000	\$200,000	\$200,000	\$200,000	1
6-<11	\$90,000	\$90,000	\$90,000	\$90,000	1
11 or more	\$187,000	\$187,000	\$150,000	\$224,000	2
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$3,000,000-\$4,999,999	\$134,667	\$150,000	\$54,000	\$200,000	3
\$5,000,000-\$9,999,999	\$224,000	\$224,000	\$224,000	\$224,000	1
I don't know	\$90,000	\$90,000	\$90,000	\$90,000	1
<b>In what region is the office where you work located?</b>					
British Columbia	\$90,000	\$90,000	\$90,000	\$90,000	1
Manitoba	\$54,000	\$54,000	\$54,000	\$54,000	1
Ontario	\$180,500	\$175,000	\$149,000	\$212,000	4
<b>In what size metropolitan area is the office where you work located?</b>					
Population of 50,000-999,999	\$110,500	\$119,000	\$72,000	\$149,000	4
Population of 1,000,000-2,999,999	\$224,000	\$224,000	\$224,000	\$224,000	1
Population of 3 million or more	\$200,000	\$200,000	\$200,000	\$200,000	1

Chief Operating Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$54,000	\$54,000	\$54,000	\$54,000	1
15-19 years	\$157,000	\$157,000	\$90,000	\$224,000	2
20-24 years	\$175,000	\$175,000	\$150,000	\$200,000	2
25-29 years	\$148,000	\$148,000	\$148,000	\$148,000	1
<b>For how many years have you been with your current employer?</b>					
One year or less	\$54,000	\$54,000	\$54,000	\$54,000	1
2 years	\$90,000	\$90,000	\$90,000	\$90,000	1
10-14 years	\$200,000	\$200,000	\$200,000	\$200,000	1
15 years or more	\$174,000	\$150,000	\$148,000	\$224,000	3
<b>What is your current age?</b>					
25-34 years old	\$54,000	\$54,000	\$54,000	\$54,000	1
35-44 years old	\$200,000	\$200,000	\$200,000	\$200,000	1
45-54 years old	\$187,000	\$187,000	\$150,000	\$224,000	2
55-64 years old	\$119,000	\$119,000	\$90,000	\$148,000	2
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$54,000	\$54,000	\$54,000	\$54,000	1
Woman or Female or Feminine	\$153,000	\$149,000	\$119,000	\$187,000	4
<b>What is your education level?</b>					
High School	\$54,000	\$54,000	\$54,000	\$54,000	1
Two-year Diploma/Associate Degree	\$119,000	\$119,000	\$90,000	\$148,000	2
Four-year College/Bachelor's Degree/1er cycle	\$191,333	\$200,000	\$150,000	\$224,000	3
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$150,000	\$150,000	\$150,000	\$150,000	1
University-based certification program in fundraising or nonprofit management	\$90,000	\$90,000	\$90,000	\$90,000	1
Other designation as fellow, certificate holder, or other	\$200,000	\$200,000	\$200,000	\$200,000	1
None of the above	\$142,000	\$148,000	\$54,000	\$224,000	3

**Table 54: Salary data for chief development officer – Canada**

Chief Development Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$103,500	\$97,500	\$94,500	\$112,500	4
Arts, Culture and Humanities	\$104,002	\$92,000	\$87,000	\$125,000	13
Civic and Public Affairs	\$103,625	\$108,750	\$82,250	\$125,000	4
Community Development/Economic Development	\$79,750	\$80,500	\$68,500	\$91,000	4
Education: Higher Education	\$147,254	\$133,333	\$114,000	\$207,000	11
Education: Not Higher Education	\$106,400	\$101,500	\$94,000	\$125,000	10
Environment	\$111,203	\$115,000	\$110,000	\$120,000	7
Fundraising and Allocation	\$96,500	\$96,500	\$83,000	\$110,000	2
Health	\$106,152	\$92,000	\$70,000	\$110,000	23
Human Services	\$88,557	\$90,000	\$70,000	\$96,500	21
International	\$174,667	\$190,000	\$94,000	\$240,000	3
Religion	\$85,800	\$85,800	\$85,800	\$85,800	1
None of the above	\$101,520	\$70,000	\$63,000	\$99,600	5
<b>What is the geographic scope of your organization?</b>					
International	\$169,766	\$137,000	\$117,423	\$230,000	11
National	\$130,748	\$125,000	\$92,500	\$139,540	23
Selected States/Provinces	\$220,000	\$220,000	\$220,000	\$220,000	1
Regional	\$128,792	\$93,000	\$90,500	\$176,667	8
Statewide/Provincewide	\$108,368	\$92,000	\$70,000	\$120,000	19
Local	\$94,804	\$94,000	\$74,000	\$110,000	48
<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	\$71,333	\$80,000	\$27,000	\$107,000	3
\$100,000-\$249,999	\$78,654	\$75,000	\$65,000	\$90,000	9
\$250,000-\$499,999	\$75,188	\$67,500	\$53,500	\$93,250	8
\$500,000-\$999,999	\$71,143	\$70,000	\$63,000	\$89,000	7
\$1,000,000-\$2,999,999	\$96,970	\$92,000	\$85,800	\$103,958	25
\$3,000,000-\$4,999,999	\$115,057	\$111,000	\$96,000	\$123,000	15
\$5,000,000-\$9,999,999	\$113,736	\$110,000	\$90,000	\$125,000	15
\$10,000,000-\$49,999,999	\$134,700	\$130,500	\$115,000	\$137,000	10
\$100 million or more	\$229,286	\$240,000	\$170,000	\$265,000	7
I don't know	\$87,000	\$87,000	\$87,000	\$87,000	1

Chief Development Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$72,723	\$70,000	\$59,500	\$90,000	25
2-<6	\$99,375	\$94,000	\$87,000	\$110,000	41
6-<11	\$111,612	\$113,000	\$99,600	\$125,000	14
11 or more	\$169,553	\$165,000	\$125,000	\$220,000	19
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$68,333	\$70,000	\$41,000	\$94,000	3
\$250,000-\$499,999	\$68,750	\$68,500	\$56,500	\$81,000	4
\$500,000-\$999,999	\$93,170	\$105,000	\$61,000	\$120,000	8
\$1,000,000-\$2,999,999	\$89,282	\$92,000	\$73,000	\$95,000	15
\$3,000,000-\$4,999,999	\$88,883	\$92,000	\$70,000	\$103,958	13
\$5,000,000-\$9,999,999	\$92,728	\$90,000	\$84,500	\$100,000	19
\$10,000,000-\$49,999,999	\$128,924	\$117,500	\$97,000	\$133,333	22
\$50,000,000-\$74,999,999	\$230,000	\$220,000	\$190,000	\$280,000	3
\$75,000,000-\$99,999,999	\$207,000	\$207,000	\$207,000	\$207,000	1
\$100 million or more	\$175,717	\$162,150	\$137,000	\$230,000	6
I don't know	\$107,833	\$97,000	\$78,000	\$125,000	6
<b>In what region is the office where you work located?</b>					
Alberta	\$104,751	\$117,423	\$84,500	\$125,000	7
British Columbia	\$104,817	\$103,958	\$92,000	\$120,000	15
Manitoba	\$79,040	\$87,900	\$67,080	\$91,000	4
New Brunswick	\$64,132	\$67,264	\$58,264	\$70,000	4
Newfoundland and Labrador	\$75,400	\$72,000	\$70,000	\$92,000	5
Novia Scotia	\$111,667	\$100,000	\$90,000	\$120,000	9
Ontario	\$121,263	\$110,000	\$89,000	\$131,000	45
Quebec	\$97,750	\$90,500	\$86,000	\$109,500	4
Saskatchewan	\$115,500	\$107,000	\$96,500	\$125,000	7
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$86,845	\$85,800	\$65,000	\$117,423	5
Population of 50,000-999,999	\$98,727	\$92,000	\$72,000	\$107,000	49
Population of 1,000,000-2,999,999	\$108,944	\$95,000	\$90,000	\$125,000	21
Population of 3 million or more	\$134,274	\$125,000	\$99,600	\$135,000	25



Chief Development Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$67,361	\$66,000	\$64,527	\$85,000	7
4-6 years	\$95,982	\$83,000	\$65,000	\$125,000	11
7-9 years	\$87,113	\$93,000	\$72,000	\$95,000	12
10-14 years	\$102,522	\$92,500	\$80,000	\$114,000	15
15-19 years	\$104,035	\$100,000	\$92,000	\$123,000	17
20-24 years	\$124,995	\$117,423	\$100,000	\$135,000	15
25-29 years	\$159,118	\$120,000	\$90,000	\$265,000	11
30 years or more	\$116,744	\$120,000	\$95,000	\$125,000	9
<b>For how many years have you been with your current employer?</b>					
One year or less	\$92,531	\$92,750	\$83,500	\$103,500	16
2 years	\$106,888	\$111,000	\$72,000	\$123,000	11
3 years	\$115,718	\$97,000	\$92,000	\$125,000	11
4 years	\$151,950	\$147,750	\$100,000	\$207,000	10
5-6 years	\$99,333	\$91,000	\$70,000	\$125,000	18
7-9 years	\$91,469	\$89,000	\$73,000	\$112,000	15
10-14 years	\$94,571	\$110,000	\$70,000	\$114,000	7
15 years or more	\$142,704	\$125,000	\$91,000	\$133,333	9
<b>What is your current age?</b>					
Under Age 25	\$27,000	\$27,000	\$27,000	\$27,000	1
25-34 years old	\$79,100	\$87,900	\$65,500	\$95,000	8
35-44 years old	\$102,244	\$95,250	\$83,750	\$125,000	28
45-54 years old	\$123,550	\$110,500	\$90,000	\$125,000	42
55-64 years old	\$102,725	\$94,000	\$75,700	\$125,000	17
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$115,911	\$118,500	\$84,500	\$127,500	12
Woman or Female or Feminine	\$108,148	\$95,000	\$80,000	\$125,000	79
Gender Non-Conforming, Gender Queer, or Non-Binary	\$107,333	\$125,000	\$27,000	\$170,000	3
Prefer to Self-Describe	\$117,423	\$117,423	\$117,423	\$117,423	1

Chief Development Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>What is your education level?</b>					
High School	\$85,233	\$75,700	\$55,000	\$125,000	3
Two-year Diploma/Associate Degree	\$89,500	\$94,500	\$72,000	\$96,000	6
Four-year College/Bachelor's Degree/1er cycle	\$109,702	\$95,750	\$83,000	\$125,000	46
Master's Degree/2e cycle	\$115,209	\$110,000	\$85,800	\$135,000	27
Doctorate/3e cycle	\$56,444	\$56,444	\$48,360	\$64,527	2
Post-graduate study/specialization	\$91,167	\$91,000	\$70,000	\$100,000	6
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	\$132,000	\$120,000	\$111,000	\$165,000	3
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$137,375	\$100,000	\$87,250	\$187,500	4
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$116,054	\$100,000	\$90,000	\$133,333	39
University-based certification program in fundraising or nonprofit management	\$103,638	\$94,800	\$77,250	\$125,000	8
Other designation as fellow, certificate holder, or other	\$104,571	\$94,500	\$70,000	\$125,000	14
None of the above	\$106,099	\$94,500	\$76,850	\$119,000	44

**Table 55: Salary data for associate vice chancellor, deputy/assistant/associate director, vice president – Canada**

Associate Vice Chancellor, Assistant Director, Vice President — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$86,000	\$86,000	\$86,000	\$86,000	1
Civic and Public Affairs	\$87,500	\$87,500	\$87,500	\$87,500	1
Community Development/Economic Development	\$93,500	\$93,500	\$82,000	\$105,000	2
Education: Higher Education	\$113,333	\$125,000	\$90,000	\$125,000	3
Education: Not Higher Education	\$104,000	\$104,000	\$104,000	\$104,000	1
Fundraising and Allocation	\$120,000	\$120,000	\$120,000	\$120,000	1
Health	\$107,400	\$110,000	\$105,000	\$112,000	5
Human Services	\$89,000	\$90,500	\$80,000	\$98,000	4
International	\$105,000	\$105,000	\$105,000	\$105,000	1
Religion	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$104,100	\$105,000	\$93,000	\$110,000	5
National	\$104,167	\$105,000	\$87,500	\$120,000	3
Regional	\$90,000	\$90,000	\$90,000	\$90,000	1
Statewide/Provincewide	\$104,250	\$101,000	\$90,000	\$118,500	4
Local	\$86,600	\$86,000	\$82,000	\$91,000	5
<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	\$88,333	\$90,000	\$70,000	\$105,000	3
\$3,000,000-\$4,999,999	\$104,000	\$104,000	\$104,000	\$104,000	1
\$5,000,000-\$9,999,999	\$95,125	\$86,750	\$84,000	\$106,250	4
\$10,000,000-\$49,999,999	\$102,667	\$101,500	\$91,000	\$112,000	6
\$100 million or more	\$106,667	\$105,000	\$90,000	\$125,000	3
<b>How many FTE fundraising professionals work in your organization?</b>					
2-<6	\$86,500	\$86,000	\$76,000	\$97,000	4
6-<11	\$93,300	\$91,000	\$90,000	\$93,000	5
11 or more	\$109,125	\$111,000	\$97,500	\$122,500	8

Associate Vice Chancellor, Assistant Director, Vice President — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$3,000,000-\$4,999,999	\$105,333	\$110,000	\$86,000	\$120,000	3
\$5,000,000-\$9,999,999	\$91,500	\$87,500	\$82,000	\$105,000	3
\$10,000,000-\$49,999,999	\$93,333	\$92,000	\$90,000	\$104,000	6
\$100 million or more	\$106,667	\$105,000	\$90,000	\$125,000	3
I don't know	\$107,500	\$107,500	\$90,000	\$125,000	2
<b>In what region is the office where you work located?</b>					
Alberta	\$97,500	\$97,500	\$70,000	\$125,000	2
British Columbia	\$95,500	\$90,000	\$90,000	\$101,000	4
Ontario	\$99,850	\$98,500	\$87,500	\$105,000	10
Quebec	\$110,000	\$110,000	\$110,000	\$110,000	1
<b>In what size metropolitan area is the office where you work located?</b>					
Population of 50,000-999,999	\$88,000	\$88,000	\$86,000	\$90,000	2
Population of 1,000,000-2,999,999	\$97,375	\$97,500	\$86,000	\$108,500	8
Population of 3 million or more	\$104,357	\$104,000	\$91,000	\$120,000	7
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$82,000	\$82,000	\$82,000	\$82,000	1
4-6 years	\$93,333	\$105,000	\$70,000	\$105,000	3
7-9 years	\$87,500	\$87,500	\$87,500	\$87,500	1
10-14 years	\$92,750	\$90,500	\$88,000	\$97,500	4
15-19 years	\$103,750	\$100,000	\$90,000	\$117,500	4
20-24 years	\$119,000	\$120,000	\$112,000	\$125,000	3
25-29 years	\$93,000	\$93,000	\$93,000	\$93,000	1
<b>For how many years have you been with your current employer?</b>					
One year or less	\$104,917	\$107,500	\$87,500	\$120,000	6
2 years	\$90,000	\$90,000	\$90,000	\$90,000	1
5-6 years	\$94,500	\$91,500	\$90,000	\$99,000	4
7-9 years	\$91,000	\$91,000	\$70,000	\$112,000	2
10-14 years	\$91,000	\$91,000	\$91,000	\$91,000	1
15 years or more	\$105,000	\$104,000	\$86,000	\$125,000	3
<b>What is your current age?</b>					
25-34 years old	\$96,250	\$96,250	\$87,500	\$105,000	2
35-44 years old	\$94,667	\$90,500	\$90,000	\$105,000	6
45-54 years old	\$104,000	\$112,000	\$86,000	\$125,000	7
55-64 years old	\$98,500	\$98,500	\$93,000	\$104,000	2

Associate Vice Chancellor, Assistant Director, Vice President — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$87,500	\$87,500	\$87,500	\$87,500	1
Woman or Female or Feminine	\$99,875	\$98,500	\$90,000	\$111,000	16
<b>What is your education level?</b>					
High School	\$70,000	\$70,000	\$70,000	\$70,000	1
Two-year Diploma/Associate Degree	\$99,000	\$99,000	\$93,000	\$105,000	2
Four-year College/Bachelor's Degree/1er cycle	\$101,125	\$97,000	\$88,000	\$116,000	8
Master's Degree/2e cycle	\$107,500	\$107,500	\$90,000	\$125,000	2
Post-graduate study/specialization	\$96,167	\$91,000	\$87,500	\$110,000	3
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	\$105,000	\$105,000	\$105,000	\$105,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$96,929	\$90,000	\$87,500	\$110,000	7
University-based certification program in fundraising or nonprofit management	\$98,375	\$97,000	\$88,750	\$108,000	4
Other designation as fellow, certificate holder, or other	\$90,000	\$90,000	\$90,000	\$90,000	2
None of the above	\$98,875	\$99,000	\$86,500	\$112,500	8

**Table 56: Salary data for program director/manager – Canada**

Program Director/Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$102,000	\$102,000	\$102,000	\$102,000	1
Arts, Culture and Humanities	\$67,567	\$65,000	\$59,700	\$78,000	3
Civic and Public Affairs	\$68,500	\$68,500	\$65,000	\$72,000	2
Community Development/Economic Development	\$67,500	\$67,500	\$63,000	\$72,000	2
Education: Higher Education	\$112,865	\$108,000	\$98,000	\$135,000	9
Education: Not Higher Education	\$86,971	\$90,000	\$65,913	\$105,000	3
Environment	\$69,750	\$69,750	\$60,000	\$79,500	2
Fundraising and Allocation	\$95,000	\$95,000	\$95,000	\$95,000	1
Health	\$83,249	\$80,000	\$71,500	\$95,000	25
Human Services	\$72,641	\$72,000	\$65,000	\$75,000	17
International	\$92,500	\$92,500	\$90,000	\$95,000	2
Religion	\$51,500	\$51,500	\$51,500	\$51,500	1
Scientific or Social Science Research or Other Educational Body	\$79,000	\$79,000	\$79,000	\$79,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$95,636	\$90,000	\$68,756	\$135,000	7
National	\$80,688	\$82,750	\$69,500	\$91,000	16
Selected States/Provinces	\$108,667	\$99,000	\$83,000	\$144,000	3
Regional	\$69,667	\$74,000	\$56,000	\$79,000	3
Statewide/Provincewide	\$84,181	\$78,500	\$65,000	\$102,000	16
Local	\$79,530	\$75,000	\$67,000	\$87,000	22
<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	\$76,000	\$65,000	\$63,000	\$100,000	3
\$100,000-\$249,999	\$73,350	\$73,350	\$56,700	\$90,000	2
\$250,000-\$499,999	\$71,175	\$70,000	\$59,850	\$82,500	4
\$500,000-\$999,999	\$69,775	\$68,000	\$65,913	\$75,000	5
\$1,000,000-\$2,999,999	\$77,522	\$77,000	\$72,000	\$82,200	9
\$3,000,000-\$4,999,999	\$80,929	\$75,000	\$63,000	\$90,000	7
\$5,000,000-\$9,999,999	\$77,667	\$83,000	\$63,000	\$87,000	3
\$10,000,000-\$49,999,999	\$89,250	\$95,000	\$73,000	\$105,000	17
\$50,000,000-\$74,999,999	\$76,500	\$76,500	\$74,000	\$79,000	2
\$100 million or more	\$114,298	\$118,500	\$95,000	\$142,786	6
I don't know	\$76,400	\$72,000	\$65,000	\$90,000	5

Program Director/Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$72,136	\$66,500	\$63,000	\$80,000	10
2-<6	\$80,031	\$75,000	\$67,878	\$87,000	28
6-<11	\$95,333	\$99,000	\$90,000	\$105,000	9
11 or more	\$84,500	\$82,500	\$66,000	\$98,000	10
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$72,333	\$72,000	\$60,000	\$85,000	3
\$250,000-\$499,999	\$65,000	\$65,000	\$65,000	\$65,000	1
\$500,000-\$999,999	\$71,500	\$71,500	\$68,000	\$75,000	2
\$1,000,000-\$2,999,999	\$70,544	\$71,500	\$59,700	\$77,000	9
\$3,000,000-\$4,999,999	\$82,300	\$87,000	\$72,000	\$90,000	9
\$5,000,000-\$9,999,999	\$72,612	\$71,878	\$65,913	\$76,000	6
\$10,000,000-\$49,999,999	\$85,884	\$86,000	\$75,000	\$95,000	9
\$50,000,000-\$74,999,999	\$102,000	\$102,000	\$102,000	\$102,000	1
\$100 million or more	\$94,667	\$92,500	\$83,000	\$98,000	6
I don't know	\$92,017	\$79,500	\$72,000	\$108,000	17
<b>In what region is the office where you work located?</b>					
Alberta	\$83,133	\$80,000	\$67,000	\$90,000	9
British Columbia	\$74,466	\$71,878	\$59,700	\$87,000	10
Manitoba	\$76,638	\$65,913	\$65,000	\$99,000	3
Novia Scotia	\$69,875	\$72,750	\$63,750	\$76,000	4
Ontario	\$81,982	\$78,250	\$68,000	\$90,000	30
Quebec	\$125,947	\$123,000	\$118,000	\$133,893	4
Saskatchewan	\$92,500	\$95,000	\$82,000	\$103,000	4
<b>In what size metropolitan area is the office where you work located?</b>					
Population of 50,000-999,999	\$81,529	\$77,000	\$71,500	\$92,000	23
Population of 1,000,000-2,999,999	\$78,568	\$68,000	\$63,960	\$95,000	23
Population of 3 million or more	\$91,849	\$90,000	\$76,000	\$95,000	18

Program Director/Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$76,557	\$63,000	\$56,700	\$100,000	7
4-6 years	\$75,650	\$74,250	\$65,000	\$90,000	10
7-9 years	\$86,571	\$79,000	\$65,000	\$105,000	7
10-14 years	\$78,413	\$75,000	\$68,000	\$90,000	25
15-19 years	\$98,125	\$90,000	\$76,000	\$118,500	8
20-24 years	\$84,250	\$83,500	\$70,000	\$98,500	4
25-29 years	\$142,786	\$142,786	\$142,786	\$142,786	1
30 years or more	\$106,000	\$106,000	\$87,000	\$125,000	2
<b>For how many years have you been with your current employer?</b>					
One year or less	\$76,286	\$75,500	\$65,000	\$90,000	14
2 years	\$96,900	\$93,500	\$73,000	\$115,000	10
3 years	\$67,671	\$63,000	\$59,700	\$75,000	7
4 years	\$79,423	\$76,000	\$67,000	\$90,000	7
5-6 years	\$89,046	\$86,100	\$78,000	\$99,000	10
7-9 years	\$84,167	\$86,000	\$75,000	\$90,000	6
10-14 years	\$76,516	\$72,000	\$60,000	\$90,000	7
15 years or more	\$112,595	\$135,000	\$60,000	\$142,786	3
<b>What is your current age?</b>					
25-34 years old	\$67,558	\$65,000	\$61,350	\$73,750	12
35-44 years old	\$81,645	\$74,000	\$66,000	\$92,000	26
45-54 years old	\$88,326	\$88,000	\$75,000	\$99,000	10
55-64 years old	\$91,733	\$87,000	\$79,000	\$108,000	15
65 years old or more	\$142,786	\$142,786	\$142,786	\$142,786	1
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$89,450	\$81,500	\$77,000	\$99,000	10
Woman or Female or Feminine	\$82,241	\$75,500	\$65,913	\$92,000	54



Program Director/Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>What is your education level?</b>					
High School	\$75,000	\$75,000	\$75,000	\$75,000	1
Two-year Diploma/Associate Degree	\$87,949	\$76,000	\$72,000	\$87,000	9
Four-year College/Bachelor's Degree/1er cycle	\$80,245	\$77,500	\$65,913	\$90,000	38
Master's Degree/2e cycle	\$95,957	\$92,000	\$68,000	\$121,000	7
Doctorate/3e cycle	\$95,000	\$95,000	\$95,000	\$95,000	1
Post-graduate study/specialization	\$68,740	\$64,480	\$61,980	\$75,500	4
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	\$107,000	\$107,000	\$99,000	\$115,000	2
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$74,000	\$74,000	\$74,000	\$74,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$88,708	\$80,000	\$68,750	\$104,500	12
University-based certification program in fundraising or nonprofit management	\$78,718	\$74,000	\$65,000	\$90,000	9
Other designation as fellow, certificate holder, or other	\$86,000	\$77,000	\$72,000	\$102,000	6
None of the above	\$82,830	\$79,750	\$65,913	\$90,000	38

**Table 57: Salary data for fundraising officer – Canada**

Fundraising Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$74,845	\$70,000	\$68,000	\$86,535	3
Arts, Culture and Humanities	\$53,175	\$49,500	\$47,500	\$60,000	10
Association or Membership Foundation	\$50,918	\$50,918	\$50,918	\$50,918	1
Community Development/Economic Development	\$65,250	\$64,500	\$59,000	\$71,500	4
Education: Higher Education	\$74,608	\$73,638	\$64,500	\$81,102	20
Education: Not Higher Education	\$60,857	\$64,000	\$51,000	\$70,000	7
Environment	\$61,750	\$65,000	\$54,500	\$69,000	4
Fundraising and Allocation	\$68,583	\$75,000	\$55,000	\$75,750	3
Government or Quasi-Governmental Agency	\$61,500	\$61,500	\$57,000	\$66,000	2
Health	\$70,200	\$70,000	\$56,000	\$82,000	27
Human Services	\$59,502	\$57,000	\$52,000	\$68,000	19
International	\$59,000	\$58,000	\$52,500	\$65,500	4
Religion	\$71,000	\$71,000	\$52,000	\$90,000	2
None of the above	\$58,500	\$58,500	\$47,000	\$70,000	2
<b>What is the geographic scope of your organization?</b>					
International	\$68,747	\$69,000	\$54,500	\$79,495	16
National	\$70,277	\$70,000	\$63,000	\$80,000	25
Selected States/Provinces	\$97,689	\$97,689	\$97,689	\$97,689	1
Regional	\$72,179	\$71,000	\$56,000	\$86,000	10
Statewide/Provincewide	\$68,576	\$67,000	\$53,040	\$82,000	26
Local	\$63,855	\$62,000	\$52,520	\$75,000	44

Fundraising Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<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	\$48,376	\$52,877	\$37,375	\$59,377	4
\$100,000-\$249,999	\$45,847	\$47,000	\$37,500	\$53,040	3
\$250,000-\$499,999	\$54,209	\$54,209	\$50,918	\$57,500	2
\$500,000-\$999,999	\$61,300	\$60,250	\$48,000	\$72,000	10
\$1,000,000-\$2,999,999	\$61,583	\$55,000	\$50,500	\$72,500	12
\$3,000,000-\$4,999,999	\$70,750	\$70,000	\$59,000	\$80,500	8
\$5,000,000-\$9,999,999	\$63,599	\$61,600	\$50,000	\$78,989	11
\$10,000,000-\$49,999,999	\$70,010	\$68,000	\$60,000	\$80,000	25
\$50,000,000-\$74,999,999	\$78,333	\$80,000	\$60,000	\$95,000	3
\$100 million or more	\$80,858	\$80,000	\$70,000	\$94,000	11
I don't know	\$58,713	\$58,000	\$48,000	\$68,000	6
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$55,890	\$53,397	\$48,000	\$65,000	14
2-<6	\$63,240	\$58,250	\$50,000	\$72,500	32
6-<11	\$69,873	\$70,000	\$60,000	\$80,000	21
11 or more	\$71,241	\$69,000	\$62,000	\$81,000	22
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
Less than \$250,000	\$73,000	\$85,000	\$48,000	\$86,000	3
\$250,000-\$499,999	\$46,583	\$52,000	\$22,750	\$65,000	3
\$500,000-\$999,999	\$71,495	\$71,495	\$64,000	\$78,989	2
\$1,000,000-\$2,999,999	\$62,972	\$56,750	\$48,000	\$81,000	18
\$3,000,000-\$4,999,999	\$66,639	\$70,000	\$58,000	\$75,750	9
\$5,000,000-\$9,999,999	\$65,774	\$65,000	\$52,000	\$75,000	7
\$10,000,000-\$49,999,999	\$68,838	\$68,000	\$60,000	\$80,000	15
\$50,000,000-\$74,999,999	\$94,000	\$94,000	\$94,000	\$94,000	1
\$100 million or more	\$79,521	\$80,000	\$70,000	\$82,000	9
I don't know	\$62,369	\$60,000	\$55,000	\$68,000	28

Fundraising Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Alberta	\$71,591	\$70,000	\$57,500	\$83,000	11
British Columbia	\$71,723	\$70,000	\$57,000	\$80,204	11
Manitoba	\$61,825	\$63,300	\$52,500	\$70,000	8
New Brunswick	\$68,000	\$68,000	\$68,000	\$68,000	1
Newfoundland and Labrador	\$46,500	\$46,500	\$45,000	\$48,000	2
Novia Scotia	\$64,700	\$65,000	\$60,000	\$68,000	5
Ontario	\$65,808	\$63,500	\$54,377	\$80,000	44
Quebec	\$66,091	\$70,000	\$52,000	\$75,000	11
Saskatchewan	\$52,959	\$52,959	\$50,918	\$55,000	2
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$68,036	\$64,500	\$56,877	\$80,768	8
Population of 50,000-999,999	\$65,412	\$65,000	\$54,020	\$77,875	44
Population of 1,000,000-2,999,999	\$64,348	\$60,000	\$55,000	\$70,000	25
Population of 3 million or more	\$70,705	\$70,000	\$60,000	\$80,000	17
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$58,343	\$55,000	\$48,000	\$64,000	18
4-6 years	\$63,363	\$59,500	\$52,000	\$71,000	24
7-9 years	\$63,467	\$67,000	\$53,040	\$74,000	14
10-14 years	\$70,905	\$70,000	\$60,000	\$82,000	19
15-19 years	\$75,348	\$72,000	\$64,000	\$85,000	9
20-24 years	\$65,300	\$65,000	\$56,500	\$68,000	5
25-29 years	\$67,500	\$67,500	\$65,000	\$70,000	2
30 years or more	\$75,750	\$75,750	\$75,750	\$75,750	1
<b>For how many years have you been with your current employer?</b>					
One year or less	\$60,938	\$57,250	\$50,000	\$70,000	24
2 years	\$65,585	\$63,500	\$52,000	\$80,000	14
3 years	\$63,146	\$60,000	\$52,877	\$70,000	12
4 years	\$71,634	\$72,000	\$68,000	\$80,204	9
5-6 years	\$70,379	\$68,000	\$57,000	\$78,989	15
7-9 years	\$61,364	\$60,800	\$48,000	\$75,000	10
10-14 years	\$73,589	\$75,000	\$65,000	\$82,000	6
15 years or more	\$64,000	\$64,000	\$60,000	\$68,000	2

Fundraising Officer — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>What is your current age?</b>					
Under Age 25	\$57,000	\$57,000	\$57,000	\$57,000	1
25-34 years old	\$57,054	\$56,000	\$48,000	\$63,000	33
35-44 years old	\$74,408	\$76,995	\$68,000	\$82,500	28
45-54 years old	\$66,929	\$65,000	\$55,000	\$80,000	22
55-64 years old	\$70,392	\$71,000	\$68,000	\$75,000	6
65 years old or more	\$57,000	\$57,000	\$57,000	\$57,000	1
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$72,067	\$70,000	\$58,000	\$84,000	15
Woman or Female or Feminine	\$64,692	\$64,000	\$55,000	\$74,000	73
Gender Non-Conforming, Gender Queer, or Non-Binary	\$54,500	\$48,000	\$47,500	\$68,000	3
Prefer to Self-Describe	\$55,000	\$55,000	\$55,000	\$55,000	1
<b>What is your education level?</b>					
High School	\$62,167	\$61,000	\$51,459	\$72,875	4
Two-year Diploma/Associate Degree	\$67,195	\$68,000	\$55,000	\$75,000	19
Four-year College/Bachelor's Degree/1er cycle	\$64,818	\$60,000	\$55,500	\$75,000	49
Master's Degree/2e cycle	\$62,808	\$63,000	\$52,000	\$70,000	9
Post-graduate study/specialization	\$69,369	\$67,000	\$51,000	\$85,000	10
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	\$61,600	\$61,600	\$61,600	\$61,600	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$71,012	\$72,000	\$62,500	\$80,102	16
University-based certification program in fundraising or nonprofit management	\$66,763	\$64,000	\$56,000	\$80,000	19
Other designation as fellow, certificate holder, or other	\$61,170	\$56,000	\$51,000	\$68,000	13
None of the above	\$64,802	\$62,500	\$55,000	\$72,000	50

**Table 58: Salary data for grants manager – Canada**

Grants Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Arts, Culture and Humanities	\$54,158	\$57,000	\$45,474	\$60,000	3
Community Development/Economic Development	\$50,000	\$50,000	\$43,000	\$57,000	2
Environment	\$46,000	\$46,000	\$35,000	\$57,000	2
Health	\$55,500	\$55,500	\$47,000	\$64,000	2
Human Services	\$66,000	\$66,000	\$66,000	\$66,000	1
<b>What is the geographic scope of your organization?</b>					
National	\$45,750	\$52,000	\$31,000	\$60,500	4
Regional	\$60,000	\$60,000	\$60,000	\$60,000	1
Statewide/Provincewide	\$45,474	\$45,474	\$45,474	\$45,474	1
Local	\$50,250	\$50,000	\$39,000	\$61,500	4
<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	\$35,000	\$35,000	\$35,000	\$35,000	1
\$250,000-\$499,999	\$46,237	\$46,237	\$45,474	\$47,000	2
\$1,000,000-\$2,999,999	\$62,000	\$62,000	\$60,000	\$64,000	2
\$3,000,000-\$4,999,999	\$57,000	\$57,000	\$57,000	\$57,000	1
\$5,000,000-\$9,999,999	\$54,500	\$54,500	\$43,000	\$66,000	2
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$46,000	\$46,000	\$35,000	\$57,000	2
2-<6	\$53,619	\$52,737	\$44,237	\$63,000	4
6-<11	\$64,000	\$64,000	\$64,000	\$64,000	1
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$250,000-\$499,999	\$47,000	\$47,000	\$47,000	\$47,000	1
\$1,000,000-\$2,999,999	\$45,825	\$45,474	\$35,000	\$57,000	3
\$3,000,000-\$4,999,999	\$60,000	\$60,000	\$60,000	\$60,000	1
\$5,000,000-\$9,999,999	\$54,500	\$54,500	\$43,000	\$66,000	2
\$100 million or more	\$64,000	\$64,000	\$64,000	\$64,000	1

Grants Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>In what region is the office where you work located?</b>					
Alberta	\$40,500	\$40,500	\$15,000	\$66,000	2
Manitoba	\$45,474	\$45,474	\$45,474	\$45,474	1
Newfoundland and Labrador	\$57,000	\$57,000	\$57,000	\$57,000	1
Ontario	\$55,667	\$60,000	\$43,000	\$64,000	3
Quebec	\$41,000	\$41,000	\$35,000	\$47,000	2
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$57,000	\$57,000	\$57,000	\$57,000	1
Population of 50,000-999,999	\$49,491	\$45,474	\$43,000	\$60,000	3
Population of 1,000,000-2,999,999	\$42,667	\$47,000	\$15,000	\$66,000	3
Population of 3 million or more	\$49,500	\$49,500	\$35,000	\$64,000	2
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$46,095	\$45,474	\$43,000	\$47,000	5
4-6 years	\$65,000	\$65,000	\$64,000	\$66,000	2
7-9 years	\$57,000	\$57,000	\$57,000	\$57,000	1
15-19 years	\$15,000	\$15,000	\$15,000	\$15,000	1
<b>For how many years have you been with your current employer?</b>					
One year or less	\$44,200	\$47,000	\$35,000	\$60,000	5
2 years	\$51,491	\$45,474	\$43,000	\$66,000	3
<b>What is your current age?</b>					
25-34 years old	\$51,895	\$47,000	\$45,474	\$60,000	5
35-44 years old	\$50,500	\$50,500	\$35,000	\$66,000	2
45-54 years old	\$57,000	\$57,000	\$57,000	\$57,000	1
55-64 years old	\$15,000	\$15,000	\$15,000	\$15,000	1
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$35,000	\$35,000	\$35,000	\$35,000	1
Woman or Female or Feminine	\$49,684	\$52,000	\$44,237	\$62,000	8
<b>What is your education level?</b>					
High School	\$66,000	\$66,000	\$66,000	\$66,000	1
Four-year College/Bachelor's Degree/1er cycle	\$41,000	\$41,000	\$35,000	\$47,000	2
Master's Degree/2e cycle	\$56,619	\$58,500	\$51,237	\$62,000	4
Post-graduate study/specialization	\$29,000	\$29,000	\$15,000	\$43,000	2

Grants Manager — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>Which of the following professional certifications do you hold?</b>					
University-based certification program in fundraising or nonprofit management	\$35,000	\$35,000	\$35,000	\$35,000	1
Other designation as fellow, certificate holder, or other	\$47,000	\$47,000	\$47,000	\$47,000	1
None of the above	\$50,068	\$57,000	\$43,000	\$64,000	7



**Table 59: Salary data for other fundraising staff – Canada**

Other Fundraising Staff — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>With what type of organization are you currently affiliated as a fundraising professional?</b>					
Animals/Animal Welfare	\$44,500	\$44,500	\$44,500	\$44,500	1
Arts, Culture and Humanities	\$43,030	\$42,341	\$29,750	\$57,000	3
Community Development/Economic Development	\$51,000	\$51,000	\$40,000	\$62,000	2
Education: Higher Education	\$60,300	\$69,000	\$49,000	\$69,900	5
Education: Not Higher Education	\$52,000	\$52,000	\$49,000	\$55,000	2
Environment	\$55,000	\$55,000	\$55,000	\$55,000	1
Fundraising and Allocation	\$49,000	\$49,000	\$49,000	\$49,000	1
Health	\$55,660	\$53,000	\$47,500	\$62,000	15
Human Services	\$49,130	\$49,500	\$37,500	\$57,000	6
Religion	\$48,000	\$48,000	\$48,000	\$48,000	1
None of the above	\$49,000	\$49,000	\$49,000	\$49,000	1
<b>What is the geographic scope of your organization?</b>					
International	\$59,333	\$60,000	\$48,000	\$70,000	3
National	\$51,365	\$48,750	\$44,500	\$60,000	10
Selected States/Provinces	\$48,300	\$48,300	\$43,600	\$53,000	2
Regional	\$50,427	\$50,000	\$33,280	\$68,000	3
Statewide/Provincewide	\$61,320	\$69,000	\$49,000	\$70,000	7
Local	\$53,273	\$52,000	\$47,500	\$62,000	11
<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	\$42,341	\$42,341	\$42,341	\$42,341	1
\$100,000-\$249,999	\$47,813	\$49,750	\$38,625	\$57,000	4
\$250,000-\$499,999	\$50,167	\$45,000	\$37,500	\$68,000	3
\$500,000-\$999,999	\$52,667	\$54,000	\$49,000	\$55,000	3
\$1,000,000-\$2,999,999	\$56,597	\$57,000	\$48,000	\$69,900	7
\$3,000,000-\$4,999,999	\$50,250	\$50,250	\$47,500	\$53,000	2
\$5,000,000-\$9,999,999	\$70,000	\$70,000	\$70,000	\$70,000	2
\$10,000,000-\$49,999,999	\$48,520	\$49,000	\$43,600	\$50,000	5
\$50,000,000-\$74,999,999	\$59,000	\$59,000	\$59,000	\$59,000	1
\$100 million or more	\$74,900	\$74,900	\$74,900	\$74,900	1
I don't know	\$47,250	\$47,250	\$44,500	\$50,000	2

Other Fundraising Staff — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>How many FTE fundraising professionals work in your organization?</b>					
.001-<2	\$44,765	\$43,671	\$37,500	\$52,000	6
2-<6	\$53,344	\$49,000	\$47,500	\$68,000	11
6-<11	\$59,983	\$61,450	\$49,000	\$70,000	6
11 or more	\$55,500	\$50,000	\$50,000	\$59,000	5
<b>What was your organization's annual operating budget during the last completed fiscal year?</b>					
\$250,000-\$499,999	\$44,921	\$44,921	\$42,341	\$47,500	2
\$500,000-\$999,999	\$45,000	\$45,000	\$45,000	\$45,000	1
\$1,000,000-\$2,999,999	\$45,561	\$44,500	\$33,280	\$55,000	7
\$3,000,000-\$4,999,999	\$61,000	\$61,000	\$54,000	\$68,000	2
\$10,000,000-\$49,999,999	\$62,300	\$62,000	\$50,000	\$74,900	3
\$50,000,000-\$74,999,999	\$49,000	\$49,000	\$49,000	\$49,000	1
\$75,000,000-\$99,999,999	\$49,000	\$49,000	\$49,000	\$49,000	1
\$100 million or more	\$70,000	\$70,000	\$70,000	\$70,000	1
I don't know	\$55,315	\$53,000	\$48,000	\$60,000	13
<b>In what region is the office where you work located?</b>					
Alberta	\$51,456	\$49,000	\$48,000	\$59,000	5
British Columbia	\$53,500	\$53,500	\$53,000	\$54,000	2
Manitoba	\$55,000	\$55,000	\$55,000	\$55,000	1
Newfoundland and Labrador	\$49,000	\$49,000	\$49,000	\$49,000	1
Novia Scotia	\$56,300	\$56,300	\$43,600	\$69,000	2
Ontario	\$52,864	\$50,000	\$45,000	\$62,000	18
Quebec	\$55,000	\$55,000	\$40,000	\$70,000	2
Saskatchewan	\$42,341	\$42,341	\$42,341	\$42,341	1
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$48,025	\$48,250	\$45,550	\$50,500	4
Population of 50,000-999,999	\$52,463	\$54,000	\$45,000	\$59,000	13
Population of 1,000,000-2,999,999	\$53,357	\$50,000	\$44,500	\$68,000	7
Population of 3 million or more	\$54,644	\$55,000	\$41,250	\$70,000	8
<b>For how many years have you been employed as a fundraising professional?</b>					
Less than 4 years	\$49,099	\$48,500	\$44,300	\$53,500	16
4-6 years	\$56,813	\$55,500	\$49,500	\$68,500	8
7-9 years	\$44,500	\$44,500	\$44,500	\$44,500	1
10-14 years	\$52,500	\$52,500	\$35,000	\$70,000	2
15-19 years	\$33,280	\$33,280	\$33,280	\$33,280	1
20-24 years	\$72,450	\$72,450	\$70,000	\$74,900	2

Other Fundraising Staff — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>For how many years have you been with your current employer?</b>					
One year or less	\$52,944	\$49,000	\$45,000	\$60,000	9
2 years	\$51,295	\$50,000	\$43,600	\$57,000	11
3 years	\$48,124	\$47,500	\$42,341	\$47,500	5
4 years	\$63,500	\$63,500	\$59,000	\$68,000	2
7-9 years	\$52,000	\$52,000	\$52,000	\$52,000	1
10-14 years	\$53,700	\$53,700	\$37,500	\$69,900	2
<b>What is your current age?</b>					
25-34 years old	\$52,657	\$50,000	\$45,000	\$60,000	15
35-44 years old	\$49,549	\$49,000	\$42,341	\$54,000	7
45-54 years old	\$55,500	\$49,000	\$47,500	\$70,000	3
55-64 years old	\$48,670	\$43,250	\$35,390	\$61,950	4
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$48,163	\$44,000	\$32,375	\$63,950	4
Woman or Female or Feminine	\$52,889	\$49,500	\$45,000	\$60,000	26
<b>What is your education level?</b>					
High School	\$49,000	\$49,000	\$49,000	\$49,000	1
Two-year Diploma/Associate Degree	\$50,483	\$48,250	\$44,500	\$52,000	6
Four-year College/Bachelor's Degree/1er cycle	\$54,389	\$53,000	\$48,000	\$68,000	9
Master's Degree/2e cycle	\$57,730	\$60,000	\$54,000	\$70,000	5
Post-graduate study/specialization	\$49,423	\$48,250	\$44,300	\$53,500	8
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$42,341	\$42,341	\$42,341	\$42,341	1
<b>Which of the following professional certifications do you hold?</b>					
University-based certification program in fundraising or nonprofit management	\$47,956	\$49,000	\$47,500	\$50,000	5
Other designation as fellow, certificate holder, or other	\$50,150	\$46,000	\$40,000	\$59,000	6
None of the above	\$53,730	\$51,000	\$46,250	\$68,500	20

**Table 60: Salary data for consultant – Canada**

Consultant — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>What is the geographic scope of your organization?</b>					
International	\$80,000	\$80,000	\$45,000	\$115,000	2
National	\$105,000	\$90,000	\$45,000	\$115,000	5
Selected States/Provinces	\$27,500	\$27,500	\$10,000	\$45,000	2
Regional	\$50,000	\$50,000	\$50,000	\$50,000	1
Statewide/Provincewide	\$72,500	\$60,000	\$45,000	\$120,000	6
Local	\$32,500	\$32,500	\$20,000	\$45,000	2
<b>In what region is the office where you work located?</b>					
Alberta	\$25,000	\$25,000	\$25,000	\$25,000	1
British Columbia	\$70,000	\$60,000	\$35,000	\$105,000	4
Newfoundland and Labrador	\$120,000	\$120,000	\$120,000	\$120,000	1
Ontario	\$110,000	\$90,000	\$50,000	\$115,000	5
Quebec	\$10,000	\$10,000	\$10,000	\$10,000	1
<b>In what size metropolitan area is the office where you work located?</b>					
Population less than 50,000	\$46,667	\$50,000	\$20,000	\$70,000	3
Population of 50,000-999,999	\$85,000	\$85,000	\$50,000	\$120,000	2
Population of 1,000,000-2,999,999	\$110,000	\$90,000	\$45,000	\$140,000	5
Population of 3 million or more	\$62,500	\$62,500	\$10,000	\$115,000	2
<b>For how many years have you been employed as a fundraising professional?</b>					
4-6 years	\$20,000	\$20,000	\$20,000	\$20,000	1
10-14 years	\$70,000	\$70,000	\$70,000	\$70,000	1
15-19 years	\$117,500	\$117,500	\$115,000	\$120,000	2
20-24 years	\$70,000	\$70,000	\$50,000	\$90,000	2
25-29 years	\$147,500	\$147,500	\$45,000	\$250,000	2
30 years or more	\$71,667	\$50,000	\$25,000	\$140,000	3
<b>For how many years have you been with your current employer?</b>					
One year or less	\$120,000	\$90,000	\$20,000	\$250,000	3
2 years	\$35,000	\$35,000	\$25,000	\$45,000	2
4 years	\$85,000	\$85,000	\$50,000	\$120,000	2
5-6 years	\$115,000	\$115,000	\$115,000	\$115,000	1
7-9 years	\$105,000	\$105,000	\$70,000	\$140,000	2
15 years or more	\$50,000	\$50,000	\$50,000	\$50,000	1

Consultant — Canada	Mean	Median	Percentile		Count
			25th	75th	
<b>What is your current age?</b>					
25-34 years old	\$115,000	\$115,000	\$115,000	\$115,000	1
35-44 years old	\$45,000	\$45,000	\$20,000	\$70,000	2
45-54 years old	\$108,750	\$70,000	\$47,500	\$170,000	4
55-64 years old	\$130,000	\$130,000	\$120,000	\$140,000	2
65 years old or more	\$37,500	\$37,500	\$25,000	\$50,000	2
<b>How would you describe your gender identity?</b>					
Man or Male or Masculine	\$65,000	\$47,500	\$35,000	\$95,000	4
Woman or Female or Feminine	\$102,143	\$90,000	\$50,000	\$120,000	7
<b>What is your education level?</b>					
Two-year Diploma/Associate Degree	\$120,000	\$120,000	\$120,000	\$120,000	1
Four-year College/Bachelor's Degree/1er cycle	\$99,167	\$80,000	\$25,000	\$140,000	6
Master's Degree/2e cycle	\$56,667	\$50,000	\$50,000	\$70,000	3
Post-graduate study/specialization	\$90,000	\$90,000	\$90,000	\$90,000	1
<b>Which of the following professional certifications do you hold?</b>					
CFRE	\$112,500	\$105,000	\$50,000	\$140,000	6
University-based certification program in fundraising or nonprofit management	\$136,667	\$90,000	\$70,000	\$250,000	3
Other designation as fellow, certificate holder, or other	\$150,000	\$150,000	\$50,000	\$250,000	2
None of the above	\$57,500	\$47,500	\$32,500	\$82,500	4

# Appendix II.A: Benefits – U.S.

Three major categories of retirement plans and their subcategories are described below. Most of these are restricted to the U.S.

- A. United States 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 U.S. federal employees only. The TSP is based upon U.S. Internal Revenue Code Section 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 in 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 in the U.S. for employees of public schools and certain tax-exempt organizations. Generally, no more than \$19,500 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. Simplified Employee Pension (SEP):** 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. Savings Incentive Match Plan for Employees (SIMPLE) 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 (IRA):** a personal savings plan that offers tax advantages to set aside money for retirement. Generally, amounts in an IRA, including earnings and gains, are not taxed until distributed, or, in some cases, are not taxed at all if distributed according to certain IRS rules.

**Table 61: Health benefits offered by position – U.S.**

Current Position		Employer contribution toward medical insurance or funding for medical expenses	Medical Savings Account	Employee Assistance Program	Dental Insurance	Elder Care	Mental Health Coverage	Prescription Drug Coverage	Supplementary Long-Term Care	Vision Insurance	Alternative Care Coverage	Salary supplement toward your purchase of health insurance	None of these
Total	n	2,516	1,198	1,217	2,238	72	1,079	1,561	621	2,042	296	149	214
	%	87%	41%	42%	77%	2%	37%	54%	21%	70%	10%	5%	7%
Agency CEO or Executive Director	n	290	100	103	220	3	93	164	46	194	24	35	68
	%	73%	25%	26%	55%	1%	23%	41%	12%	49%	6%	9%	17%
Dean or Unit Head	n	4	3	1	3	0	1	2	1	2	0	0	0
	%	100%	75%	25%	75%	0%	25%	50%	25%	50%	0%	0%	0%
Chief Operating Officer	n	52	17	26	46	0	22	35	8	42	4	4	8
	%	84%	27%	42%	74%	0%	35%	56%	13%	68%	6%	6%	13%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	n	995	441	443	875	16	410	597	224	786	107	56	53
	%	90%	40%	40%	79%	1%	37%	54%	20%	71%	10%	5%	5%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	n	130	78	91	128	10	72	99	51	125	26	6	4
	%	90%	54%	63%	89%	7%	50%	69%	35%	87%	18%	4%	3%
Program Director/Manager	n	300	186	172	290	20	146	211	108	265	44	23	6
	%	93%	58%	53%	90%	6%	45%	65%	33%	82%	14%	7%	2%
Fundraising Officer	n	434	244	242	400	18	222	282	128	384	68	13	10
	%	93%	52%	52%	86%	4%	48%	60%	27%	82%	15%	3%	2%
Grants Manager	n	75	37	40	70	1	27	46	16	60	8	0	3
	%	93%	46%	49%	86%	1%	33%	57%	20%	74%	10%	0%	4%
Other Fundraising Staff Position	n	163	69	76	153	1	64	89	28	138	11	6	8
	%	85%	36%	40%	80%	1%	34%	47%	15%	72%	6%	3%	4%
Consultant	n	43	12	7	29	0	11	18	5	24	2	6	53
	%	43%	12%	7%	29%	0%	11%	18%	5%	24%	2%	6%	52%
Not working in fundraising at the end of 2021 but hoping to find work in the field again	n	26	9	14	20	3	10	16	6	19	1	0	1
	%	93%	32%	50%	71%	11%	36%	57%	21%	68%	4%	0%	4%



**Table 62: Retirement benefits offered by position – U.S.**

Current Position		401(k) salary deferral plan	403(b) salary deferral plan	Defined Benefit Pension Plan	Another Defined contribution plan	SEP (Simplified Employee Pension)	SIMPLE (Savings Incentive Match Plan for Employees) IRA	Non-IRS-Qualified Plan	My organization does not offer other retirement plans	I don't know
Total	n	1,400	1,396	296	977	67	350	25	966	371
	%	47%	47%	10%	34%	2%	12%	1%	34%	13%
Agency CEO or Executive Director	n	150	122	34	117	13	58	4	177	9
	%	37%	30%	9%	30%	3%	15%	1%	46%	2%
Dean or Unit Head	n	3	4	0	3	0	0	0	0	1
	%	75%	100%	0%	75%	0%	0%	0%	0%	25%
Chief Operating Officer	n	30	26	2	20	1	7	1	26	3
	%	48%	42%	3%	34%	2%	12%	2%	45%	5%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	n	530	558	116	395	21	143	11	361	98
	%	48%	50%	11%	36%	2%	13%	1%	33%	9%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	n	68	87	18	52	2	17	3	46	24
	%	47%	60%	12%	36%	1%	12%	2%	32%	16%
Program Director/Manager	n	164	181	41	123	3	40	1	82	52
	%	50%	55%	13%	39%	1%	13%	0%	26%	16%
Fundraising Officer	n	248	274	59	174	8	39	4	125	85
	%	52%	58%	13%	38%	2%	8%	1%	27%	19%
Grants Manager	n	38	36	5	19	0	9	0	29	20
	%	45%	43%	6%	23%	0%	11%	0%	36%	25%
Other Fundraising Staff Position	n	108	87	13	54	2	21	1	48	61
	%	55%	44%	7%	28%	1%	11%	1%	25%	32%
Consultant	n	44	8	4	10	17	11	0	59	14
	%	36%	7%	4%	9%	15%	10%	0%	52%	12%
Not working in fundraising at the end of 2021 but hoping to find work in the field again	n	15	12	4	8	0	4	0	12	3
	%	48%	39%	13%	27%	0%	13%	0%	40%	10%

**Table 63: Other benefits offered to employees by position – U.S.**

Current Position		Group life insurance	Accident insurance	Short-term disability insurance	Long-term disability insurance	Educational expenses	Paid or partially paid parental leave	Childcare onsite or childcare benefit paid by employer	None of the above
<b>Total</b>	n	1,848	1,023	1,804	1,665	882	929	133	527
	%	64%	35%	62%	58%	30%	32%	5%	18%
<b>Agency CEO or Executive Director</b>	n	184	96	167	158	86	95	14	150
	%	46%	24%	42%	40%	22%	24%	4%	38%
<b>Dean or Unit Head</b>	n	3	1	3	3	2	1	0	1
	%	75%	25%	75%	75%	50%	25%	0%	25%
<b>Chief Operating Officer</b>	n	41	19	38	31	16	22	1	11
	%	66%	31%	61%	50%	26%	35%	2%	18%
<b>Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations</b>	n	733	362	692	631	300	308	46	176
	%	67%	33%	64%	58%	28%	28%	4%	16%
<b>Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent</b>	n	113	62	105	105	76	58	9	11
	%	79%	43%	73%	73%	53%	41%	6%	8%
<b>Program Director/Manager</b>	n	238	162	236	230	122	133	17	28
	%	73%	50%	73%	71%	38%	41%	5%	9%
<b>Fundraising Officer</b>	n	335	215	353	321	184	198	27	31
	%	73%	47%	77%	70%	40%	43%	6%	7%
<b>Grants Manager</b>	n	51	27	59	51	21	30	6	9
	%	62%	33%	72%	62%	26%	37%	7%	11%
<b>Other Fundraising Staff Position</b>	n	105	56	114	101	51	65	10	25
	%	57%	30%	62%	55%	28%	35%	5%	14%
<b>Consultant</b>	n	23	8	18	15	17	10	0	77
	%	20%	7%	16%	13%	15%	9%	0%	67%
<b>Not working in fundraising at the end of 2021 but hoping to find work in the field again</b>	n	18	12	17	17	7	9	3	8
	%	62%	41%	59%	59%	24%	31%	10%	28%

**Table 64: Other benefits offered in current position by position – U.S.**

Current Position		Car or car allowance	Local transportation subsidy	Parking	Cellular phone or cell phone plan allowance	Laptop computer for professional use	Home office expenses, including furniture or internet connection	Professional dues	Professional liability insurance	Relocation expenses	Time during work hours for service on external volunteer boards/committees	None of the above
<b>Total</b>	n	191	329	852	1,335	2,285	472	2,158	207	127	1,220	159
	%	7%	11%	29%	46%	78%	16%	74%	7%	4%	42%	5%
<b>Agency CEO or Executive Director</b>	n	36	42	93	195	288	70	294	95	19	202	28
	%	9%	11%	23%	49%	72%	18%	74%	24%	5%	51%	7%
<b>Dean or Unit Head</b>	n	0	2	1	1	3	0	3	1	0	2	0
	%	0%	50%	25%	25%	75%	0%	75%	25%	0%	50%	0%
<b>Chief Operating Officer</b>	n	6	3	21	33	49	10	46	4	3	32	4
	%	10%	5%	34%	53%	79%	16%	74%	6%	5%	52%	6%
<b>Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations</b>	n	63	114	349	512	868	149	854	50	47	479	31
	%	6%	10%	32%	47%	79%	14%	78%	5%	4%	44%	3%
<b>Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent</b>	n	6	21	43	73	125	24	112	4	12	64	6
	%	4%	14%	30%	50%	86%	17%	77%	3%	8%	44%	4%
<b>Program Director/Manager</b>	n	13	52	98	148	269	50	240	9	16	111	12
	%	4%	16%	30%	45%	83%	15%	74%	3%	5%	34%	4%
<b>Fundraising Officer</b>	n	35	56	144	240	390	75	346	12	21	198	13
	%	8%	12%	31%	52%	84%	16%	75%	3%	5%	43%	3%
<b>Grants Manager</b>	n	3	10	24	24	61	15	53	4	3	24	5
	%	4%	12%	30%	30%	75%	19%	65%	5%	4%	30%	6%
<b>Other Fundraising Staff Position</b>	n	5	16	50	47	145	30	121	3	4	53	18
	%	3%	8%	26%	24%	75%	16%	63%	2%	2%	27%	9%
<b>Consultant</b>	n	22	13	23	50	62	43	66	25	1	44	38
	%	18%	11%	19%	42%	52%	36%	55%	21%	1%	37%	32%
<b>Not working in fundraising at the end of 2021 but hoping to find work in the field again</b>	n	2	0	6	9	22	6	20	0	1	11	4
	%	7%	0%	20%	30%	73%	20%	67%	0%	3%	37%	13%

# Appendix II.B: Benefits – Canada

Table 65: Health benefits offered by position – Canada

Current Position		Basic hospitalization/major medical	Major medical	Employee Assistance Program	Dental insurance	Elder care	Mental health coverage	Prescription drug coverage	Supplementary long-term care	Vision insurance	Alternative care coverage such as for an acupuncturist, chiropractor, massage therapist, or naturopath	My organization offers NONE of these.	Other
Total	n	350	214	316	377	30	278	377	124	321	342	26	27
	%	81%	50%	73%	88%	7%	65%	88%	29%	75%	80%	6%	6%
Agency CEO or Executive Director	n	71	33	56	68	4	44	70	25	58	57	6	8
	%	85%	39%	67%	81%	5%	52%	83%	30%	69%	68%	7%	10%
Dean or Unit Head	n	1	1	1	1	0	1	1	1	1	1	0	0
	%	100%	100%	100%	100%	0%	100%	100%	100%	100%	100%	0%	0%
Chief Operating Officer	n	6	3	4	5	0	5	6	1	5	6	0	0
	%	100%	50%	67%	83%	0%	83%	100%	17%	83%	100%	0%	0%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	n	82	51	78	91	3	70	91	22	81	85	3	2
	%	82%	51%	78%	91%	3%	70%	91%	22%	81%	85%	3%	2%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	n	14	9	17	16	1	11	17	8	15	15	0	1
	%	82%	53%	100%	94%	6%	65%	100%	47%	88%	88%	0%	6%
Program Director/Manager	n	60	37	50	62	6	45	60	20	50	56	1	5
	%	94%	58%	78%	97%	9%	70%	94%	31%	78%	88%	2%	8%
Fundraising Officer	n	74	56	76	88	13	71	85	37	75	83	2	6
	%	79%	60%	81%	94%	14%	76%	90%	39%	80%	88%	2%	6%
Grants Manager	n	7	6	3	7	0	4	7	1	3	5	1	1
	%	78%	67%	33%	78%	0%	44%	78%	11%	33%	56%	11%	11%
Other Fundraising Staff Position	n	27	15	23	30	3	21	30	8	25	25	2	1
	%	84%	47%	72%	94%	9%	66%	94%	25%	78%	78%	6%	3%
Consultant	n	2	1	1	2	0	1	2	0	1	2	9	3
	%	15%	8%	8%	15%	0%	8%	15%	0%	8%	15%	69%	23%
Not working in fundraising at the end of 2021 but hoping to find work in the field again	n	5	1	6	6	0	4	7	1	7	6	2	0
	%	56%	11%	67%	67%	0%	44%	78%	11%	78%	67%	22%	0%

**Table 66: Retirement benefits offered by position – Canada**

Current Position		Defined Pension Benefit Plan	Defined Contribution Plan	Profit-sharing plan	Group Registered Retirement Savings Plan (GRSP)	My organization does not offer retirement benefits.	Don't know
<b>Total</b>	n	131	71	2	154	92	13
	%	30%	17%	0%	36%	21%	3%
<b>Agency CEO or Executive Director</b>	n	28	7	1	21	29	1
	%	33%	8%	1%	25%	35%	1%
<b>Dean or Unit Head</b>	n	1	0	0	0	0	0
	%	100%	0%	0%	0%	0%	0%
<b>Chief Operating Officer</b>	n	3	2	0	0	1	0
	%	50%	33%	0%	0%	17%	0%
<b>Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations</b>	n	23	19	0	42	17	3
	%	23%	19%	0%	42%	17%	3%
<b>Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent</b>	n	7	1	0	9	2	0
	%	41%	6%	0%	53%	12%	0%
<b>Program Director/Manager</b>	n	19	17	0	30	5	0
	%	30%	27%	0%	47%	8%	0%
<b>Fundraising Officer</b>	n	32	20	0	33	15	4
	%	34%	21%	0%	35%	16%	4%
<b>Grants Manager</b>	n	1	1	0	3	3	2
	%	11%	11%	0%	33%	33%	22%
<b>Other Fundraising Staff Position</b>	n	14	3	1	10	7	2
	%	44%	9%	3%	31%	22%	6%
<b>Consultant</b>	n	0	0	0	0	12	1
	%	0%	0%	0%	0%	92%	8%
<b>Not working in fundraising at the end of 2021 but hoping to find work in the field again</b>	n	3	0	0	6	1	0
	%	33%	0%	0%	67%	11%	0%

**Table 67: Other benefits offered to employees by position – Canada**

Current Position		Group life insurance	Accident insurance	Short-term disability insurance	Long-term disability insurance	Educational expenses (may be tuition reimbursement)	Paid or partially paid parental leave (other than Family Medical Leave Act)	Childcare onsite or childcare benefit paid by employer	None of the above
<b>Total</b>	n	313	171	269	306	162	123	16	46
	%	75%	41%	64%	73%	39%	29%	4%	11%
<b>Agency CEO or Executive Director</b>	n	61	34	47	62	33	17	1	14
	%	73%	40%	56%	74%	39%	20%	1%	17%
<b>Dean or Unit Head</b>	n	1	1	1	1	1	1	0	0
	%	100%	100%	100%	100%	100%	100%	0%	0%
<b>Chief Operating Officer</b>	n	4	2	6	5	5	4	0	0
	%	67%	33%	100%	83%	83%	67%	0%	0%
<b>Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations</b>	n	75	38	63	72	40	34	4	6
	%	78%	40%	66%	75%	42%	35%	4%	6%
<b>Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent</b>	n	14	6	12	16	9	6	0	0
	%	82%	35%	71%	94%	53%	35%	0%	0%
<b>Program Director/Manager</b>	n	50	31	52	48	23	19	5	4
	%	78%	48%	81%	75%	36%	30%	8%	6%
<b>Fundraising Officer</b>	n	74	42	66	71	39	31	4	5
	%	80%	46%	72%	77%	42%	34%	4%	5%
<b>Grants Manager</b>	n	4	4	3	4	0	1	0	4
	%	44%	44%	33%	44%	0%	11%	0%	44%
<b>Other Fundraising Staff Position</b>	n	22	11	15	19	6	7	2	4
	%	73%	37%	50%	63%	20%	23%	7%	13%
<b>Consultant</b>	n	2	0	0	1	1	1	0	8
	%	18%	0%	0%	9%	9%	9%	0%	73%
<b>Not working in fundraising at the end of 2020 but hoping to find work in the field again</b>	n	5	2	3	6	5	1	0	1
	%	56%	22%	33%	67%	56%	11%	0%	11%

**Table 68: Other benefits offered in current position by position – Canada**

Current Position		Car or car allowance	Local transportation subsidy	Parking	Cellular phone or cell phone plan allowance	Laptop computer for professional use	Home office expenses, including furniture or internet connection	Professional dues	Professional liability insurance	Relocation expenses	Time during work hours for service on external volunteer boards/committees	None of the above
<b>Total</b>	n	29	26	125	285	356	78	288	23	17	139	24
	%	7%	6%	30%	67%	84%	18%	68%	5%	4%	33%	6%
<b>Agency CEO or Executive Director</b>	n	12	6	34	62	71	12	62	15	5	35	4
	%	14%	7%	40%	74%	85%	14%	74%	18%	6%	42%	5%
<b>Dean or Unit Head</b>	n	0	0	0	1	1	1	1	0	1	0	0
	%	0%	0%	0%	100%	100%	100%	100%	0%	100%	0%	0%
<b>Chief Operating Officer</b>	n	0	0	3	4	5	3	4	0	0	3	0
	%	0%	0%	50%	67%	83%	50%	67%	0%	0%	50%	0%
<b>Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations</b>	n	5	12	34	74	88	20	76	3	7	35	1
	%	5%	12%	35%	76%	91%	21%	78%	3%	7%	36%	1%
<b>Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent</b>	n	2	1	5	16	16	5	14	0	0	7	0
	%	12%	6%	29%	94%	94%	29%	82%	0%	0%	41%	0%
<b>Program Director/Manager</b>	n	4	0	17	43	57	15	41	1	1	20	3
	%	6%	0%	27%	67%	89%	23%	64%	2%	2%	31%	5%
<b>Fundraising Officer</b>	n	1	6	18	59	78	12	61	2	1	25	5
	%	1%	6%	19%	63%	84%	13%	66%	2%	1%	27%	5%
<b>Grants Manager</b>	n	0	0	1	3	3	0	4	0	0	2	3
	%	0%	0%	11%	33%	33%	0%	44%	0%	0%	22%	33%
<b>Other Fundraising Staff Position</b>	n	3	1	4	13	26	7	17	1	2	4	2
	%	10%	3%	13%	42%	84%	23%	55%	3%	6%	13%	6%
<b>Consultant</b>	n	1	0	3	3	3	3	3	1	0	3	5
	%	9%	0%	27%	27%	27%	27%	27%	9%	0%	27%	45%
<b>Not working in fundraising at the end of 2020 but hoping to find work in the field again</b>	n	1	0	5	6	7	0	4	0	0	4	1
	%	11%	0%	56%	67%	78%	0%	44%	0%	0%	44%	11%

# Appendix III: Basic Descriptive Statistics

Table 69: Demographics of study participants

Gender	U.S. (n=2,891)		Canada (n=416)	
	%	n	%	n
Male	19%	562	17%	72
Female	80%	2,311	81%	336
Another selection (transgender, gender non-conforming, nonbinary, intersex, prefer to self-identify, prefer not to answer)	1%	18	2%	8

Current Age	U.S. (n=2,889)		Canada (n=416)	
	%	n	%	n
Under Age 25	1%	39	0%	2
25-34 years old	20%	590	20%	82
35-44 years old	24%	705	28%	117
45-54 years old	26%	746	30%	124
55-64 years old	22%	638	20%	85
65 years old or more	6%	171	1%	6

Race/Ethnic Background (respondents selecting multiple categories are included in the Multiracial/Multiethnic category)	U.S. (n=2,859)		Canada (n=403)	
	%	n	%	n
Aboriginal Person/Am. Indian/First Nation/Indigenous/Nat. Am./Alaskan Native	0%	2	1%	4
Asian/Pacific Islander (includes Cambodian, Chinese, Filipino, Hawai'ian, Japanese, Korean, Pacific Islander, Samoan, Southeast Asian, West Asian)	1%	41	4%	17
Black or African American/African Canadian, Not Hispanic	5%	132	2%	7
Hispanic/Latino/Latinx/Latin American	5%	133	0%	2
Indian Sub-continent, Middle East, North Africa	1%	20	1%	3
Jewish	0%	3	1%	5
Multiracial/Multiethnic	3%	93	5%	19
White European, Not Hispanic	85%	2,428	85%	343
Prefer to Self Describe	0%	7	1%	3



**Table 70: Fundraising role(s) of study participants**

Fundraising Role(s) of Study Participants	U.S. (n=2,577)		Canada (n=453)	
	%	n	%	n
President, Agency CEO, or Executive Director	14%	403	19%	84
Dean or Unit Head	0%	4	0%	1
Chief Operating Officer or other C-Suite Role	2%	63	1%	6
Chief Development Officer	37%	1,113	24%	102
Associate Vice Chancellor, Deputy Director, Associate Director/ Assistant or Associate Vice President or equivalent	5%	150	4%	17
Program Director/Manager	11%	329	15%	65
Fundraising Officer	16%	478	22%	95
Grants Manager	3%	85	2%	9
Other Fundraising Staff Position	7%	200	7%	32
Consultant	4%	121	3%	14
Not working in fundraising at the end of 2021 but hoping to find work in the field again	1%	31	2%	9

**Table 71: Fundraising careers of participants**

For how many years have you been with your current employer?	U.S. (n=2,909)		Canada (n=420)	
	n	%	n	%
1 year or less	617	21.2%	86	20.5%
2 years	440	15.1%	65	15.5%
3 years	404	13.9%	42	10.0%
4 years	281	9.7%	42	10.0%
5-6 years	384	13.2%	62	14.8%
7-9 years	302	10.4%	53	12.6%
10-14 years	249	8.6%	36	8.6%
15 years or more	232	8.0%	34	8.1%
Mean	5.5		5.7	
Median	3		4	

What is the longest period of time you have been employed in the same fundraising position with the same organization?	U.S. (n=2,908)		Canada (n=420)	
	n	%	n	%
1-2 years	433	14.9%	73	17.4%
3 years	385	13.2%	43	10.2%
4 years	366	12.6%	40	9.5%
5 years	367	12.6%	58	13.8%
6-7 years	453	15.6%	80	19.0%
8-9 years	258	8.9%	51	12.1%
10-14 years	412	14.2%	48	11.4%
15-19 years	138	4.7%	16	3.8%
20 years or more	96	3.3%	11	2.6%
Mean	6.7		6.2	
Median	5		5	

For how many employers have you worked as a fundraising professional?	U.S. (n=2,312)		Canada (n=420)	
	n	%	n	%
0 employers	11	0.4%	6	1.4%
Only 1 employer	681	23.4%	100	23.8%
2 employers	604	20.7%	81	19.3%
3 employers	552	19.0%	77	18.3%
4 employers	358	12.3%	50	11.9%
5-6 employers	442	15.2%	67	16.0%
7-9 employers	195	6.7%	25	6.0%
10 or more employers	69	2.4%	14	3.3%
Mean	3.5		3.5	
Median	3		3	

What was your age in whole years when you entered fundraising?	U.S. (n=2,897)		Canada (n=418)	
	n	%	n	%
Under Age 25	791	27.3%	110	26.3%
25-29 years old	767	26.5%	117	28.0%
30-39 years old	727	25.1%	108	25.8%
40-49 years old	419	14.5%	69	16.5%
50 years old or more	193	6.7%	14	3.3%
Mean	31.7		31.0	
Median	29		28	

For how many years have you been employed as a fundraising professional?	U.S. (n=2,911)		Canada (n=421)	
	n	%	n	%
<4 Years	399	13.7%	59	14.0%
4-6 Years	436	15.0%	70	16.6%
7-9 Years	394	13.5%	43	10.2%
10-14 years	508	17.5%	82	19.5%
15-19 Years	418	14.4%	55	13.1%
20-24 Years	350	12.0%	52	12.4%
25-29 Years	197	6.8%	26	6.2%
30+ Years	209	7.2%	34	8.1%
Mean	13.3		13.2	
Median	11		11	

In the past 12 months, select any of the following that you have done: (Respondents could select more than one)	U.S. (n=2,904)		Canada (n=421)	
	n	%	n	%
Looked for a job with another employer (include if you accepted a job with a different employer in the past year)	1,379	47.5%	209	49.6%
Made plans to become self-employed	231	8.0%	44	10.5%
Retired	16	0.6%	2	0.5%
None of the above	1,469	50.6%	202	48.0%

**Table 72: Career trajectory**

Highest Level of Education	U.S. (n=2,900)		Canada (n=419)	
	n	%	n	%
High School	41	1.4%	15	3.6%
Two-year Diploma/Associate Degree	90	3.1%	63	15.0%
Four-year College/Bachelor's Degree/1er cycle	1,376	47.4%	204	48.7%
Master's Degree/2e cycle	1,095	37.8%	82	19.6%
Doctorate/3e cycle	58	2.0%	3	0.7%
Post-graduate study/specialization	63	2.2%	34	8.1%
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	158	5.4%	12	2.9%
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	19	0.7%	6	1.4%

Professional Certification (Respondents could select more than one)	U.S. (n=2,862)		Canada (n=420)	
	n	%	n	%
CFRE	659	23.0%	120	28.6%
ACFRE	11	0.4%	1	0.2%
University-based certification program in fundraising or nonprofit management	447	15.6%	55	13.1%
Other designation as fellow, certificate holder, or other	271	9.5%	55	13.1%
None of the above	1,671	58.4%	214	51.0%

**Table 73: Organizations where professional fundraisers work**

Organizational Type	U.S. (n=3,248)		Canada (n=484)	
	n	%	n	%
Animals/Animal Welfare	96	3.0%	11	2.3%
Arts, Culture and Humanities	388	11.9%	42	8.7%
Association or Membership Foundation	54	1.7%	3	0.6%
Civic and Public Affairs	131	4.0%	8	1.7%
Community Development/Economic Development	149	4.6%	27	5.6%
Consultant	6	0.2%	1	0.2%
Education: Higher Education	413	12.7%	66	13.6%
Education: Not Higher Education	398	12.3%	38	7.9%
Environment	189	5.8%	19	3.9%
Fundraising and Allocation	115	3.5%	24	5.0%
Government or Quasi-Governmental Agency	14	0.4%	4	0.8%
Health	590	18.2%	165	34.1%
Human Services	972	29.9%	87	18.0%
International	49	1.5%	18	3.7%
Religion	108	3.3%	11	2.3%
Scientific or Social Science Research or Other Educational Body	47	1.4%	2	0.4%
None of the above	92	2.8%	18	3.7%

Funds Raised by Organization FY2021	U.S. (n=2,999)		Canada (n=439)	
	n	%	n	%
Less than \$100,000	90	3.0%	19	4.3%
\$100,000-\$249,999	160	5.3%	25	5.7%
\$250,000-\$499,999	258	8.6%	30	6.8%
\$500,000-\$999,999	404	13.5%	37	8.4%
\$1,000,000-\$2,999,999	721	24.0%	89	20.3%
\$3,000,000-\$4,999,999	290	9.7%	42	9.6%
\$5,000,000-\$9,999,999	301	10.0%	52	11.8%
\$10,000,000-\$49,999,999	418	13.9%	83	18.9%
\$50,000,000-\$74,999,999	67	2.2%	8	1.8%
\$75,000,000-\$99,999,999	35	1.2%	1	0.2%
\$100 million or more	156	5.2%	31	7.1%
Don't know	99	3.3%	22	5.0%

Size of Organizational Budget FY2021	U.S. (n=2,994)		Canada (n=438)	
	n	%	n	%
Less than \$250,000	101	3.4%	19	4.3%
\$250,000-\$499,999	167	5.6%	26	5.9%
\$500,000-\$999,999	267	8.9%	37	8.4%
\$1,000,000-\$2,999,999	564	18.8%	72	16.4%
\$3,000,000-\$4,999,999	301	10.1%	46	10.5%
\$5,000,000-\$9,999,999	313	10.5%	42	9.6%
\$10,000,000-\$49,999,999	552	18.4%	72	16.4%
\$50,000,000-\$74,999,999	84	2.8%	7	1.6%
\$75,000,000 - \$99,999,999	56	1.9%	2	0.5%
\$100 million or more	182	6.1%	28	6.4%
Don't Know	407	13.6%	87	19.9%

Organizational Scope	U.S. (n=3,005)		Canada (n=437)	
	n	%	n	%
International	308	10.2%	58	13.3%
National	486	16.2%	100	22.9%
Selected States/Provinces (non-contiguous states or provinces)	100	3.3%	11	2.5%
Regional (operations in more than one contiguous state or province)	465	15.5%	35	8.0%
Statewide/Provincewide (serving one state or province)	547	18.2%	101	23.1%
Local (may include multiple communities)	1,642	54.6%	195	44.6%

Metropolitan Area Population	U.S. (n=3,000)		Canada (n=436)	
	n	%	n	%
Population < 50,000	335	11.2%	29	6.7%
Population of 50,000 - 999,999	1,366	45.5%	191	43.8%
Population of 1,000,000 - 2,999,999	700	23.3%	117	26.8%
Population of 3 million or more	599	20.0%	99	22.7%

Location of Organization – U.S.	U.S. (n=3,004)	
	n	%
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	155	5.2%
Mid-Atlantic (New Jersey, New York, Pennsylvania)	390	13.0%
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia)	592	19.7%
East South Central (Alabama, Kentucky, Mississippi, Tennessee, West Virginia)	114	3.8%
West South Central (Arkansas, Louisiana, Oklahoma, Texas)	340	11.3%
East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	555	18.5%
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	261	8.7%
Mountain (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming)	182	6.1%
Pacific (Alaska, California, Hawaii, Oregon, Washington)	414	13.8%
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	1	0.0%

Location of Organization – Canada	Canada (n=437)	
	n	%
Alberta	48	11.0%
British Columbia	56	12.8%
Manitoba	23	5.3%
New Brunswick	8	1.8%
Newfoundland and Labrador	11	2.5%
Nova Scotia	26	5.9%
Ontario	213	48.7%
Prince Edward Island	1	0.2%
Quebec	34	7.8%
Saskatchewan	17	3.9%
Yukon, Northwest Territories, Nunavut	0	0.0%



How many FTE fundraising positions were occupied in 2021?	U.S. (n=2,828)		Canada (n=415)	
	n	%	n	%
0	21	0.7%	5	1.2%
.001-<2	833	29.5%	89	21.4%
2 to <6	1,234	43.6%	167	40.2%
6-<11	361	12.8%	74	17.8%
11 or more	379	13.4%	80	19.3%
Average	8.2		8.4	
Median	3		4	

# Appendix IV: Methodology

## Part 1: Methods

**The Survey Instrument:** The survey instrument was developed by the AFP research staff with input from 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 at the end of this appendix.

**Sampling Frame:** The sampling frame for the study was AFP membership in the U.S. and Canada as of December 31, 2021. At that time there were approximately 28,265 active (not retired and allowing email contact) members in those countries. A total of 24,669 members in the U.S. and 3,596 members in Canada successfully received the emailed survey invitation. (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.)

**Response Rate:** A total of 4,003 AFP members (3,482 U.S. and 521 Canadian) submitted responses by the time the survey closed, a response rate of 14.1 percent for the U.S. based on those who received the invitation and 14.5 percent for Canada. Overall response rate was 14.2 percent.

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

**Confidence Level:** Sample size was computed to yield a confidence level of .05 and a confidence interval of plus or minus 5 percent.

**Other Considerations:** All data are current as of February 28, 2022, when participants completed the survey. Participants were asked to report on their salary and benefits for the 2021 calendar year. Participants were the source of all information reported, and no data checking was conducted with individual participants.

During analysis, outliers were identified and removed, such as values of \$1 and \$1,200,000 for salary (U.S.); or 1,375 full-time equivalents (FTEs) for fundraising professionals on staff in an organization raising less than \$250,000 (Canada).

Descriptive statistics in the tables in the appendix focus on mean, median, and the 25th and 75th percentile.

## Part 2: Questionnaires

The survey was available in English in the U.S. and Canada. A version in French was available on request for Canadian respondents. Two individuals requested that version. Only the English versions are shown here, with the questions used in the U.S. appearing first, followed by those used in Canada.

### U.S. Questions

#### How were you employed in fundraising, advancement, or development during 2021?

- A. For an organization, full-time or part-time, all year or part of the year
- B. Consultant
- C. Not employed in FR (Removed from rest of survey)

None of the Above

### For what type of organization are you answering this study?

If you worked for more than one employer in the year, select the organization where you worked as of December 31, 2021. If you were not employed as of that date, select either where you were most recently employed or where you worked the longest during the year and answer all questions for that one employer. Some organizations have more than one purpose or mission. Select up to three for ONE organization that paid you in 2021 as a fundraising professional.

- A. Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)
- B. Arts, Culture and Humanities (performance, exhibition, instruction, public broadcasting)
- C. Association or Membership Foundation (trade, professional, or fraternal)
- D. Civic and Public Affairs (civil rights, human rights, public advocacy, voter registration/ education, urban affairs, etc.)
- E. Community Development/Economic Development (includes affordable housing)
- F. Consultant
- G. Education: Higher Education (college, university, community college and/or affiliated foundation)
- H. Education: Not Higher Ed (K-12, pre-K, library, tutoring, vocational training, parental advocacy, scholarships, Greek organization)
- I. Environment (wildlife, habitat, conservation, environmental education, etc.)
- J. Fundraising and Allocation (DAF sponsor, community foundation, United Way, Jewish Federation, etc.)
- K. Government or Quasi-Governmental Agency
- L. Health
- M. Human Services
- N. International (aid, development, relief, affairs or exchange)
- O. Religion (congregation, ministry, broadcast. publishing or organizing body of a faith (synod, diocese, union, etc.))
- P. Scientific or Social Science Research or Other Educational Body (includes think tanks)
- Q. None of the Above

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

This does not include government grants, even if people on the fundraising staff worked on the proposal. Include any charitable gift your organization reports. That will vary by type of organization. Some include in-kind, pledge commitments, or legacy intentions. Others do not. Use the total you know about based on what your organization tracks. "I don't know" is an option.

- A. Less than \$100,000
- B. \$100,000 - \$249,999
- C. \$250,000 - \$499,999
- D. \$500,000 - \$999,999

- E. \$1,000,000 - \$2,999,999
- F. \$3,000,000 - \$4,999,999
- G. \$5,000,000 - \$9,999,999
- H. \$10,000,000 - \$49,999,999
- I. \$50,000,000 - \$74,999,999
- J. \$75,000,000 - \$99,999,999
- K. \$100 million or more
- L. I don't know

**What was your organization's annual operating budget during the last completed fiscal year? "I don't know" is an option.**

- A. Less than \$250,000
- B. \$250,000 - \$499,999
- C. \$500,000 - \$999,999
- D. \$1,000,000 - \$2,999,999
- E. \$3,000,000 - \$4,999,999
- F. \$5,000,000 - \$9,999,999
- G. \$10,000,000 - \$49,999,999
- H. \$50,000,000 - \$74,999,999
- I. \$75,000,000 - \$99,999,999
- J. \$100 million or more
- K. I don't know

**How did the number of funded positions for fundraising in your organization change in 2021?**

- A. Please include all fundraising positions, even if some are not filled at the moment.
- B. Increased number of positions
- C. Stayed the Same
- D. Decreased number of positions
- E. I don't know

**How many FTE fundraising positions were occupied in 2021?**

This question is about the number of positions in which people worked. You might have had an open position with no one in it during the year. FTE means Full-time Equivalency and is based on paid work hours as a share of a 40-hour work week. Someone who is paid for 20 hours of work is 0.5 FTE. If you work for a unit within a larger organization (e.g., for a school or institute at a university), please enter the number for your unit. Enter a number, including decimals if appropriate. For example, enter 1.5 for one and a half FTE. Please leave out the comma in any number greater than 999. If you do not know, enter IDK in that row.

### **How many of the people in the prior question identify as members of a minority group or of a group that is under-represented in professional positions?**

As above, if you work in a unit of a larger organization, focus on your working group. The number could include people who identify as Black, Indigenous, people of color, and/or Hispanic; or people who are under-represented in professional roles because of gender identity, disability, religious beliefs, economic status, or other demographic traits. Enter a whole number (no decimal points). If you do not know, type IDK.

### **How large is the governing board?**

Please enter a number, if you know it, for the number on the board of trustees for your organization. If you don't know, type IDK.

### **How many identify as female?**

As above, this relates to the board of trustees for your organization. Enter a number unless you do not know, in which case type IDK.

### **How many identify as members of a minority or from a group that is considered under-represented in leadership positions?**

The number could include people who identify as Black, Indigenous, people of color, and/or Hispanic; or people who are under-represented in professional roles because of gender identity, disability, religious beliefs, economic status, or other demographic traits. Enter a whole number (no decimal points). If you do not know, type IDK in that row.

### **Is the organization's principal mission to serve or empower people who are considered under-represented in positions of authority and power?**

Examples would be charities focused on promoting civil rights of any specific group of people; economic empowerment agencies for people of color or a given ethnic heritage; charities working to increase the representativeness of corporate boards, governmental bodies or nonprofit trustee lists; etc.

- A.** Yes
- B.** No
- C.** I don't know

### **In what state, district, or territory is your office located?**

We are asking about the headquarters or regional office to which you report. An alphabetical list of all U.S. states and territories was offered here.

### **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. Select all that apply.

- A.** International
- B.** National
- C.** Selected States or Provinces (operations separated by other states or provinces)

- D. Regional (operations in more than one contiguous state or province)
- E. Statewide or Provincewide
- F. Local (may include multiple communities)

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

Use the organization's office address even if you worked from elsewhere.

- A. Population < 50,000
- B. 50,000 - 999,999
- C. 1 million to 2.99 million
- D. 3 million or more

### **What was the Full-Time Equivalency (FTE) of your fundraising job in 2021, for all responsibilities, based on a 40-hour week?**

We are asking about the number of hours for which you received compensation. The next question asks about how many you actually worked.

- A. 1 - 24% (Less than 10 hrs a week)
- B. 25% to 49% (10 hours to less than 20 hours per week)
- C. 50% to 75% (20 hours to < 30 hours a week)
- D. 75% to 99% (30 hours to < 40 hours a week)
- E. 100% (40 hours a week)

### **No matter how many hours you were paid for, how many did you work in a typical week in 2021?**

- A. < 10 hours/week
- B. 10 - <20 hours/week
- C. 20 - <30 hours/week
- D. 30 - <40 hours/week
- E. 40 - <50 hours/week
- F. 50 - <60 hours/week
- G. 60+ hours/week

### **What was your fundraising job in 2021?**

Please select the ONE choice that best describes the level of your responsibilities, even if it is not your exact title. This question is asking about the job for which you are answering the study.

- A. President, CEO, or Executive Director with fundraising and other responsibilities
- B. Chancellor or Provost
- C. Dean or unit leader with fundraising responsibilities
- D. Chief Operating Officer or other C-suite role and with fundraising responsibilities (marketing, communications, IT, etc.)

- E.** Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations (top paid position with responsibility for managing fundraising)
- F.** 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)
- G.** Program Director/Manager (with responsibility for managing a particular program(s), e.g., annual giving, planned giving, or fundraising for a specific location or a school within a university)
- H.** 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)
- I.** Grants Manager (responsible for tracking grants received, reports due, expenditures and other aspects of funding agreements with grantors)
- J.** Other Fundraising Staff Position (e.g., coordinator, assistant, researcher, writer, gift entry)
- K.** Consultant (advises about fundraising)
- L.** Not working in fundraising at the end of 2021 but hoping to find work in the field again
- M.** Moved to employment in a field other than fundraising
- N.** Retired
- O.** None of the Above

#### **To whom did you report in your 2021 fundraising job?**

- A.** The board
- B.** More than one individual on staff
- C.** A supervisor who identifies as female (Female or Transgender Female)
- D.** A supervisor who identifies as male (Male or Transgender Male)
- E.** A supervisor who does not identify within the binary gender system
- F.** Does not apply. Self-employed consultant or principal in the firm
- G.** Prefer not to answer

#### **What was your annual salary or total for wages in 2021?**

Exclude fringe benefits, unemployment benefits and perquisites, or any incentive compensation. Please leave out commas for numbers greater than 999, e.g., 54000. If you don't know the exact amount, please round to the nearest 1000.

#### **Considering your salary or wages in 2020, by what percentage did your professional income change in 2021?**

Exclude fringe benefits, unemployment benefits, and perquisites or any incentive compensation.

#### **Have any of the following had a negative impact on your earnings potential in the past two years?**

Select all that apply.

- A. Time to raise children. This includes not working, working part-time, or taking time during work hours to accommodate children's needs.
- B. Time to care for other family members. This includes not working, working part-time, or taking time during work hours to accommodate family needs.
- C. Time off to care for your own health. This includes not working, working part-time work, or taking time during work hours to accommodate health.
- D. None of the above

**What retirement plans were offered by your organization in 2021?**

- A. Defined Pension Benefit Plan
- B. Defined Contribution Plan
- C. Profit-sharing Plan
- D. Group Registered Retirement Savings Plan (GRSP)
- E. My organization does not offer retirement benefits
- F. I don't know

**What healthcare plans/benefits were provided by your organization in 2021 (even if you did not elect to participate)?**

- A. Basic hospitalization/major medical
- B. Major medical
- C. Employee Assistance Program
- D. Dental insurance
- E. Elder care
- F. Mental health coverage
- G. Prescription drug coverage
- H. Supplementary long-term care
- I. Vision insurance
- J. Alternative care coverage such as for an acupuncturist, chiropractor, massage therapist, or naturopath
- K. My organization offers none of these
- L. Other (please specify)

**Did your organization provide flexible benefit accounts for dependent care or healthcare in 2021?**

This may be called a Tax-Saver Benefit (TSB) account. With this type of account, you make contributions with a tax advantage for having a portion of your paycheck contributed to the account. Typically, claims for reimbursement must be made for the calendar year that the account is open.

- A. Yes
- B. No



- C. Don't know

**Please select the benefits your employer offered employees in 2021 (even if you did not take the benefit).**

- A. Group life insurance
- B. Accident insurance
- C. Short-term disability insurance
- D. Long-term disability insurance
- E. Educational expenses (may be tuition reimbursement)
- F. Paid or partially paid parental leave (other than Family Medical Leave Act)
- G. Childcare onsite or childcare benefit paid by employer
- H. None of the above

**Please select the benefits offered to you in your position (even if you did not take them).**

- A. Car or car allowance
- B. Local transportation subsidy
- C. Parking
- D. Cellular phone or cell phone plan allowance
- E. Laptop computer for professional use
- F. Home office expenses, including furniture or internet connection
- G. Professional dues
- H. Professional liability insurance
- I. Relocation expenses
- J. Time during work hours for service on external volunteer boards/committees
- K. None of the above

**What changes did your employer implement in 2021 for retirement benefits?**

Select all that apply.

- A. Increased employer contributions
- B. No change to employer contributions
- C. Reduced employer contributions
- D. Doesn't apply (e.g., self-employed consultant)
- E. None of the above
- F. I don't know

**What changes did your employer implement for health benefits in 2021?**

- A. Increased employee premiums for health insurance

- B. No change to employee premiums for health insurance
- C. Reduced employee premiums for health insurance
- D. Doesn't apply
- E. None of the above
- F. I don't know

**Select changes your employer made in 2021 for other types of benefits.**

- A. Added a new type of benefit
- B. Cut benefits previously offered
- C. Some of each – adding and cutting
- D. No changes to other benefits
- E. Doesn't apply (e.g., self-employed consultant)
- F. I don't know

**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 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?**

**In the past 12 months, which of these have you done?**

Select as many as apply.

- A. None of the above
- B. Looked for a job with another employer (include if you accepted a job with a different employer in the past year)

- C. Made plans to become self-employed
- D. Retired

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

- A. Prefer not to answer
- B. Man, Male, Masculine
- C. Transgender Man, Male, or Masculine
- D. Woman, Female, Feminine
- E. Transgender Woman or female or feminine
- F. Gender non-conforming, Gender queer, or Non-Binary
- G. Intersex or related term
- H. Prefer to self-describe

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

- A. Black
- B. Indigenous People (e.g. North American Indian, Metis, or Inuit)
- C. Caribbean (West Indian)
- D. Chinese
- E. European (White or Caucasian)
- F. Filipino/Filipina
- G. Indian Band/First Nation
- H. Jewish
- I. Japanese
- J. Korean
- K. Latin American
- L. Middle Eastern, North African, or Arab
- M. South Asian (Bangladeshi, Indian, Pakistani, Sri Lankan, Pakistani, etc.)
- N. Southeast Asian (Cambodian, Hmong, Laotian, Vietnamese, etc.)
- O. West Asian (Afghani, Irani, Iraqi, Persian, etc.)
- P. Prefer to self-describe

**Which of these describes your highest earned degree?**

You will have a chance to enter fundraising certification information later.

- A. High school
- B. Two-Year Diploma or some university
- C. Bachelor's degree (3 or 4 year program)/1er cycle
- D. Master's degree/2e cycle
- E. Doctorate/3e cycle

- F. Post-graduate study - specialization
- G. Professional degree (JD, LLB, MBA, MD, DO, etc.)
- H. Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)

**Which of the following professional fundraising certifications do you hold?**

Select all that apply.

- A. CFRE
- B. ACFRE
- C. University-based certification program in fundraising or nonprofit management
- D. Other designation as fellow, certificate holder, or other
- E. None of the above

**What do you anticipate about your employment in the next 12 months?**

Select one option.

- A. I plan to remain with the organization where I worked as of December 2021.
- B. I plan to remain in fundraising but not at the organization where I was in December 2021.
- C. I plan to find a job that is not in fundraising.
- D. I plan to retire.
- E. None of the above

**In what direction do you think your salary will change in 2022 compared with 2021?**

- A. Up
- B. No change
- C. Down

**What else should AFP know about regarding compensation and benefits in the fundraising profession?**

## Canadian Questions

### How were you employed in fundraising, advancement, or development during 2021?

- A. For an organization, full-time or part-time, all year or part of the year
- B. Consultant
- C. Not employed in FR (Removed from rest of survey)
- D. None of the Above

### For what type of organization are you answering this study?

If you worked for more than one employer in the year, select the organization where you worked as of December 31, 2021. If you were not employed as of that date, select either where you were most recently employed or where you worked the longest during the year and answer all questions for that one employer. Some organizations have more than one purpose or mission. Select up to three for ONE organization that paid you in 2021 as a fundraising professional.

- A. Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)
- B. Arts, Culture and Humanities (performance, exhibition, instruction, public broadcasting)
- C. Association or Membership Foundation (trade, professional, or fraternal)
- D. Civic and Public Affairs (civil rights, human rights, public advocacy, voter registration/ education, urban affairs, etc.)
- E. Community Development/Economic Development (includes affordable housing)
- F. Consultant
- G. Education: Higher Education (college, university, community college and/or affiliated foundation)
- H. Education: Not Higher Ed (K-12, pre-K, library, tutoring, vocational training, parental advocacy, scholarships, Greek organization)
- I. Environment (wildlife, habitat, conservation, environmental education, etc.)
- J. Fundraising and Allocation (DAF sponsor, community foundation, United Way, Jewish Federation, etc.)
- K. Government or Quasi-Governmental Agency
- L. Health
- M. Human Services
- N. International (aid, development, relief, affairs or exchange)
- O. Religion (congregation, ministry, broadcast. publishing or organizing body of a faith (synod, diocese, union, etc.))
- P. Scientific or Social Science Research or Other Educational Body (includes think tanks)
- Q. None of the Above

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

This does not include government grants, even if people on the fundraising staff worked on the proposal. Include any charitable gift your organization reports. That will vary by type of organization.

Some include in-kind, pledge commitments, or legacy intentions. Others do not. Use the total you know about based on what your organization tracks. "I don't know" is an option.

- A. Less than \$100,000
- B. \$100,000 - \$249,999
- C. \$250,000 - \$499,999
- D. \$500,000 - \$999,999
- E. \$1,000,000 - \$2,999,999
- F. \$3,000,000 - \$4,999,999
- G. \$5,000,000 - \$9,999,999
- H. \$10,000,000 - \$49,999,999
- I. \$50,000,000 - \$74,999,999
- J. \$75,000,000 - \$99,999,999
- K. \$100 million or more
- L. I don't know

**What was your organization's annual operating budget during the last completed fiscal year? "I don't know" is an option.**

- A. Less than \$250,000
- B. \$250,000 - \$499,999
- C. \$500,000 - \$999,999
- D. \$1,000,000 - \$2,999,999
- E. \$3,000,000 - \$4,999,999
- F. \$5,000,000 - \$9,999,999
- G. \$10,000,000 - \$49,999,999
- H. \$50,000,000 - \$74,999,999
- I. \$75,000,000 - \$99,999,999
- J. \$100 million or more
- K. I don't know

**How did the number of funded positions for fundraising in your organization change in 2021?**

- A. Please include all fundraising positions, even if some are not filled at the moment.
- B. Increased number of positions
- C. Stayed the Same
- D. Decreased number of positions
- E. I don't know

### **How many FTE fundraising positions were occupied in 2021?**

This question is about the number of positions in which people worked. You might have had an open position with no one in it during the year. FTE means Full-time Equivalency and is based on paid work hours as a share of a 40-hour work week. Someone who is paid for 20 hours of work is 0.5 FTE. If you work for a unit within a larger organization (e.g., for a school or institute at a university), please enter the number for your unit. Enter a number, including decimals if appropriate. For example, enter 1.5 for one and a half FTE. Please leave out the comma in any number greater than 999. If you do not know, enter IDK in that row.

### **How many of the people in the prior question identify as members of a minority group or of a group that is under-represented in professional positions?**

As above, if you work in a unit of a larger organization, focus on your working group. The number could include people who identify as Black, Indigenous, people of color, and/or Hispanic; or people who are under-represented in professional roles because of gender identity, disability, religious beliefs, economic status, or other demographic traits. Enter a whole number (no decimal points). If you do not know, type IDK.

### **How large is the governing board?**

Please enter a number, if you know it, for the number on the board of trustees for your organization. If you don't know, type IDK.

### **How many identify as female?**

As above, this relates to the board of trustees for your organization. Enter a number unless you do not know, in which case type IDK.

### **How many identify as members of a minority or from a group that is considered under-represented in leadership positions?**

The number could include people who identify as Black, Indigenous, people of color, and/or Hispanic; or people who are under-represented in professional roles because of gender identity, disability, religious beliefs, economic status, or other demographic traits. Enter a whole number (no decimal points). If you do not know, type IDK in that row.

### **Is the organization's principal mission to serve or empower people who are considered under-represented in positions of authority and power?**

Examples would be charities focused on promoting civil rights of any specific group of people; economic empowerment agencies for people of color or a given ethnic heritage; charities working to increase the representativeness of corporate boards, governmental bodies or nonprofit trustee lists; etc.

- A.** Yes
- B.** No
- C.** I don't know

### **In what province or territory is your office located?**

We are asking about the headquarters or regional office to which you report. An alphabetical list of all Canadian provinces and territories was offered here.

### 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. Select all that apply.

- A. International
- B. National
- C. Selected States or Provinces (operations separated by other states or provinces)
- D. Regional (operations in more than one contiguous state or province)
- E. Statewide or Provincewide
- F. Local (may include multiple communities)

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

Use the organization's office address even if you worked from elsewhere.

- A. Population < 50,000
- B. 50,000 - 999,999
- C. 1 million to 2.99 million
- D. 3 million or more

### What was the Full-Time Equivalency (FTE) of your fundraising job in 2021, for all responsibilities, based on a 40-hour week?

We are asking about the number of hours for which you received compensation. The next question asks about how many you actually worked.

- A. 1 - 24% (Less than 10 hrs a week)
- B. 25% to 49% (10 hours to less than 20 hours per week)
- C. 50% to 75% (20 hours to < 30 hours a week)
- D. 75% to 99% (30 hours to < 40 hours a week)
- E. 100% (40 hours a week)

### No matter how many hours you were paid for, how many did you work in a typical week in 2021?

- A. < 10 hours/week
- B. 10 - <20 hours/week
- C. 20 - <30 hours/week
- D. 30 - <40 hours/week
- E. 40 - <50 hours/week
- F. 50 - <60 hours/week
- G. 60+ hours/week



## What was your fundraising job in 2021?

Please select the ONE choice that best describes the level of your responsibilities, even if it is not your exact title. This question is asking about the job for which you are answering the study.

- A.** President, CEO, or Executive Director with fundraising and other responsibilities
- B.** Chancellor or Provost
- C.** Dean or unit leader with fundraising responsibilities
- D.** Chief Operating Officer or other C-suite role and with fundraising responsibilities (marketing, communications, IT, etc.)
- E.** Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations (top paid position with responsibility for managing fundraising)
- F.** 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)
- G.** Program Director/Manager (with responsibility for managing a particular program(s), e.g., annual giving, planned giving, or fundraising for a specific location or a school within a university)
- H.** 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)
- I.** Grants Manager (responsible for tracking grants received, reports due, expenditures and other aspects of funding agreements with grantors)
- J.** Other Fundraising Staff Position (e.g., coordinator, assistant, researcher, writer, gift entry)
- K.** Consultant (advises about fundraising)
- L.** Not working in fundraising at the end of 2021 but hoping to find work in the field again
- M.** Moved to employment in a field other than fundraising
- N.** Retired
- O.** None of the Above

## To whom did you report in your 2021 fundraising job?

- A.** The board
- B.** More than one individual on staff
- C.** A supervisor who identifies as female (Female or Transgender Female)
- D.** A supervisor who identifies as male (Male or Transgender Male)
- E.** A supervisor who does not identify within the binary gender system
- F.** Does not apply. Self-employed consultant or principal in the firm
- G.** Prefer not to answer

## What was your annual salary or total for wages in 2021?

Exclude fringe benefits, unemployment benefits and perquisites, or any incentive compensation. Please leave out commas for numbers greater than 999, e.g., 54000. If you don't know the exact amount, please round to the nearest 1000.

## Considering your salary or wages in 2020, by what percentage did your professional income change in 2021?

Exclude fringe benefits, unemployment benefits, and perquisites or any incentive compensation.

## Have any of the following had a negative impact on your earnings potential in the past two years?

Select all that apply.

- A.** Time to raise children. This includes not working, working part-time, or taking time during work hours to accommodate children's needs.
- B.** Time to care for other family members. This includes not working, working part-time, or taking time during work hours to accommodate family needs.
- C.** Time off to care for your own health. This includes not working, working part-time work, or taking time during work hours to accommodate health.
- D.** None of the above

## What retirement plans were offered by your organization in 2021?

- A.** Defined Pension Benefit Plan
- B.** Defined Contribution Plan
- C.** Profit-sharing Plan
- D.** Group Registered Retirement Savings Plan (GRSP)
- E.** My organization does not offer retirement benefits
- F.** I don't know

## What healthcare plans/benefits were provided by your organization in 2021 (even if you did not elect to participate)?

- A.** Basic hospitalization/major medical
- B.** Major medical
- C.** Employee Assistance Program
- D.** Dental insurance
- E.** Elder care
- F.** Mental health coverage
- G.** Prescription drug coverage
- H.** Supplementary long-term care
- I.** Vision insurance
- J.** Alternative care coverage such as for an acupuncturist, chiropractor, massage therapist, or naturopath
- K.** My organization offers none of these
- L.** Other (please specify)

### **Did your organization provide flexible benefit accounts for dependent care or healthcare in 2021?**

This may be called a Tax-Saver Benefit (TSB) account. With this type of account, you make contributions with a tax advantage for having a portion of your paycheck contributed to the account. Typically, claims for reimbursement must be made for the calendar year that the account is open.

- A.** Yes
- B.** No
- C.** Don't know

### **Please select the benefits your employer offered employees in 2021 (even if you did not take the benefit).**

- A.** Group life insurance
- B.** Accident insurance
- C.** Short-term disability insurance
- D.** Long-term disability insurance
- E.** Educational expenses (may be tuition reimbursement)
- F.** Paid or partially paid parental leave (other than Family Medical Leave Act)
- G.** Childcare onsite or childcare benefit paid by employer
- H.** None of the above

### **Please select the benefits offered to you in your position (even if you did not take them).**

- A.** Car or car allowance
- B.** Local transportation subsidy
- C.** Parking
- D.** Cellular phone or cell phone plan allowance
- E.** Laptop computer for professional use
- F.** Home office expenses, including furniture or internet connection
- G.** Professional dues
- H.** Professional liability insurance
- I.** Relocation expenses
- J.** Time during work hours for service on external volunteer boards/committees
- K.** None of the above

### **What changes did your employer implement in 2021 for retirement benefits?**

Select all that apply.

- A.** Increased employer contributions
- B.** No change to employer contributions

- C. Reduced employer contributions
- D. Doesn't apply (e.g., self-employed consultant)
- E. None of the above
- F. I don't know

**What changes did your employer implement for health benefits in 2021?**

- A. Increased employee premiums for health insurance
- B. No change to employee premiums for health insurance
- C. Reduced employee premiums for health insurance
- D. Doesn't apply
- E. None of the above
- F. I don't know

**Select changes your employer made in 2021 for other types of benefits.**

- A. Added a new type of benefit
- B. Cut benefits previously offered
- C. Some of each – adding and cutting
- D. No changes to other benefits
- E. Doesn't apply (e.g., self-employed consultant)
- F. I don't know

**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 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?**

### **In the past 12 months, which of these have you done?**

Select as many as apply.

- A.** None of the above
- B.** Looked for a job with another employer (include if you accepted a job with a different employer in the past year)
- C.** Made plans to become self-employed
- D.** Retired

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

- A.** Prefer not to answer
- B.** Man, Male, Masculine
- C.** Transgender Man, Male, or Masculine
- D.** Woman, Female, Feminine
- E.** Transgender Woman or female or feminine
- F.** Gender non-conforming, Gender queer, or Non-Binary
- G.** Intersex or related term
- H.** Prefer to self-describe

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

- A.** Black
- B.** Indigenous People (e.g. North American Indian, Metis, or Inuit)
- C.** Caribbean (West Indian)
- D.** Chinese
- E.** European (White or Caucasian)
- F.** Filipino/Filipina
- G.** Indian Band/First Nation
- H.** Jewish
- I.** Japanese
- J.** Korean
- K.** Latin American
- L.** Middle Eastern, North African, or Arab
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### **Which of these describes your highest earned degree?**

You will have a chance to enter fundraising certification information later.

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- D. Master's degree/2e cycle
- E. Doctorate/3e cycle
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**What do you anticipate about your employment in the next 12 months?**

Select one option.

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- C. I plan to find a job that is not in fundraising.
- D. I plan to retire.
- E. None of the above

**In what direction do you think your salary will change in 2022 compared with 2021?**

- A. Up
- B. No change
- C. Down

**What else should AFP know about regarding compensation and benefits in the fundraising profession?**

