



2021

Compensation and Benefits Study

U.S. and Canada

Members of the Association of Fundraising Professionals

2021 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 change through fundraising best practice.

Mission

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

Acknowledgments

This is the twenty-second annual report of findings from the AFP Survey of Compensation and Benefits. This report extends the research begun in the last two decades and encompasses separate surveys of members in the United States and Canada.

AFP wishes to thank those who made this research possible. First and foremost, we are grateful to the more than 3,800 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.

The study was directed by Dr. Cathlene Williams in consultation with the AFP Research Council.

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

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Introduction

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

Organization of the Report

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

Highlights of the findings.

- **SECTION 1:** COVID-19 and the impact on employment and compensation for AFP members
- **SECTION 2: 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.
- **SECTION 3: WHERE DO FUNDRAISERS WORK?** This section presents data about the organizations that employ fundraisers: subsectors, budget/size, numbers of fundraising staff, and volunteers. This year, we introduce a new feature: an estimate of the number of fundraising personnel associated with raising \$1 million.
- **SECTION 4: FUNDRAISERS' COMPENSATION** This section has two subsections: U.S. and Canada. Within each subsection, text and tables present findings by fundraiser traits such as certification, education level, and more. The section then looks at compensation by organizational characteristics (budget, amount raised, location, scope, etc.).
- **SECTION 5:** Benefits, including health, retirement, and other benefits.
- **APPENDICES 2 through 10,** which present data for compensation and benefits including by job title within each country.

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

Methodology

The Survey Instrument

The survey instrument was developed by the AFP Research 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 in **APPENDIX 10**.

Sampling Frame

The sampling frame for the study was AFP membership in the U.S. and Canada as of December 31, 2020. At that time there were approximately 21,300 active (not retired, allowing email contact)

members in those countries. A total of 18,598 members in the U.S. and 2,695 members in Canada successfully received the emailed survey. (Note: There is some chance of bias in that those with no email address were not surveyed. The decision to limit the survey to those with email addresses was based on cost effectiveness and efficiency in data collection.)

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. For example, the average salary pre-COVID-19 in 2020 was \$88,420 for the U.S. and \$90,511 in Canada. Applying the standard error for the study suggests that there is a 95 in 100 chance that the average salary for all U.S. fundraisers in the AFP U.S. membership will fall between \$86,168 and \$90,675. In Canada, the mean compensation was \$90,511, which suggests a mean salary for Canadian AFP members between \$85,967 and \$95,378.

However, after adjustments for reductions made, or lower-salary jobs accepted, due to COVID-19, salaries in the U.S. and Canada were lower at the end of the year. In the U.S., the average end-of-year U.S. salary was \$85,567. In Canada, it was \$89,440.

Response Rate

A total of 3,818 AFP members (3,261 U. S. and 557 Canadian) submitted responses by the time the survey closed, a response rate of 20.5 percent for the U.S. based on those who received the invitation and 20.7 percent for Canada. Overall response rate was 20.5 percent.

Other Considerations

All data are current as of February 28, 2021, when participants completed the survey. Participants were asked to report on their salary and benefits for the 2020 calendar year, both as of March 1, 2020 and again as of December 31, 2020. 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 \$1,600,000 for salary (U.S.); or 4800 full-time equivalents (FTEs) for fundraising professionals on staff.

Data are reported by regions. For the U.S., the highest mean was reported in New England, and the highest median in the West. The lowest mean was in the Mountain states and the lowest median in the states around the Great Lakes. For detail, see **FIGURE 20** on **PAGE 40**.

For Canada, the highest mean was in Ontario. For detail by province, see **FIGURE 21** on **PAGE 42**. However, the reader should be cautious of any data with a cell frequency of less than 30 participants.

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

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

Study Highlights

AFP members in the U.S. and Canada answered an online survey for the 2021 AFP Compensation and Benefits Study in January and February 2021. The survey invitation reached 18,598 AFP members in the U.S. and 2,695 AFP members in Canada. A total of 3,818 members returned survey responses by the cut-off date, for an overall response rate of 17.9 percent after adjusting for bounced email invitations.

COVID-19 and Compensation

The pandemic of 2020 and resulting economic uncertainty led some organizations to reduce their fundraising staff, some to retain staff but with furlough (unpaid) days, and some to lower compensation. Layoffs or furloughs for at least some fundraising personnel (not always the individual taking the survey) occurred at about 20 percent of the organizations represented in this survey.

The net result when looking at all survey responses was a decline in compensation between March and December 2020 of 3 percent in the U.S. and 2 percent in Canada, compared with pre-COVID-19 salaries reported. This aggregate result, though, conceals vast differences. In the U.S., for example, 18.5 percent of study participants reported a drop in compensation, and that decline averaged \$20,769. Another 14.5 percent reported an increase in pay, and that averaged \$7,885.

Salaries changed because of:

- Layoff and then a new job, reported by 3 percent of participants;
- Unpaid days, reported by 5 percent;
- Accepting lower pay (at the same employer or elsewhere) to remain employed, reported by 10 percent; or
- Increased compensation at some employers, or a new job with higher pay.

Study respondents projected salary increases in 2021 at more than half of the organizations. Just over one-third anticipated growth in employment in fundraising staff at their employer by mid-2021.

In addition to compensation changes, some employers shifted more of the cost of health insurance to employees in 2021: 15 percent in the U.S. and 9 percent in Canada reported this change.

When asked about plans for 2021, more than 80 percent of AFP members in this study intended to remain in the job they held early in the year. The remaining study participants were about evenly split between seeking another job with the same employer and looking for work elsewhere. People in the U.S. who identify as Black, Indigenous, Hispanic, Asian, or Multi-racial were slightly more likely (18 percent vs 12 percent for white-only non-Hispanic) to say that they anticipate leaving fundraising in 2021. This difference was not found in Canada, where race or ethnic heritage was not associated with plans to seek work in another field in 2021.

In contemplating their employment beyond 2021, most AFP members (76 percent) wanted to remain in the profession. Some were planning retirement earlier than they might have intended before COVID-19 (13 percent) and nearly as many (11 percent) intended to work longer than they envisioned before COVID-19. The results are very similar in Canada and the U.S.

Participant Demographics

Text and illustrations related to demographics begin on [PAGE 18](#). Data tables related to demographics appear in [APPENDIX 2](#).

In the U.S., study participants were more likely to be women than what is found in the membership data. In the study, 80.7 percent identified as women and 18.1 percent as men, with 1.2 percent identifying as another option, including “prefer not to answer.” In Canada, the percentages by gender were similar to the U.S.: 80.8 percent women, 18.2 percent men, and 0.9 percent selecting another option, including “prefer not to answer.” Overall AFP membership is 69 percent women, 22 percent men, and 9 percent unknown.

In the study, of those who provided ethnicity, 84.9 percent reported white/Caucasian and non-Hispanic in the U.S, and 15.1 percent identified differently, down slightly from 16 percent in 2020. In Canada, 77.5 percent selected white/European, and 22.5 percent identified differently, up from 21 percent in 2020.

In the U.S. 4.4 percent identified as Hispanic/Latinx/Latin American, compared with 0.9 percent who selected that identity in Canada. Overall AFP membership is 86 percent white/Caucasian.

Participants who were 45 years old or older jumped to 55.4 percent (up from 51 percent in 2020) of respondents; 24 percent were 35 to 44 years old; and 19.3 percent were 25 to 34 years old. This is a marked decline (from 25 percent) for this age group. Only 1 percent were under 25.

Among participants from the U.S., 40.1 percent were chief development officers, compared with 21.6 percent of Canadian participants. In the U.S., 14.9 percent of participants said they were CEO or executive director and in Canada, 17.3 percent did. In the U.S., 14.3 percent identified themselves as gift officers (major gifts, corporate/foundation gifts, planned gifts, etc.). In Canada 22.5 percent identified that as their role.

The average U.S. participant worked for 3.4 employers as a fundraiser. In Canada, the average is similar, at 3.5 employers. In the U.S., the average longest time worked in the same job was 6.7 years. In Canada, the average time in the same job was slightly lower, at 6.2 years.

Organizations Where Fundraisers Work

More detailed discussion of organizations begins on [PAGE 22](#). Data tables related to questions about the organizations where fundraisers work appear in [APPENDIX 3](#).

High percentages of AFP members, and therefore of survey participants, work in human development/social services organizations, health services, higher education, or arts/cultural organizations. Together, these four subsectors account for 70 percent of participants in the U.S. and 76 percent in Canada. The survey asked about 25 different organizational focuses.

In the U.S., 4 percent of participants worked for local organizations and 34 percent worked for organizations operating at a state level. Among Canadian participants, 25 percent worked for provincial organizations and 48 percent for local charities. Data for membership based on regions served are not available.

Most fundraising professionals (68 percent in the U.S. and 62 percent in Canada) worked in organizations with 1 to 5 fundraising professionals with direct fundraising responsibility. Less than 1 percent of U.S. and Canadian participants said their organizations have no professional staff with direct fundraising responsibility. The others have 6 or more fundraisers. The mid-point (median) is 3 professionals in the U.S. and 4 in Canada. The averages are skewed by very large programs and are not useful points of comparison.

Compensation

More detailed discussion of compensation begins on [PAGE 28](#). Data tables related to compensation are in [APPENDIX 4 \(U.S.\)](#) and [5 \(CANADA\)](#).

In the U.S., the pre-COVID-19 average salary of survey participants increased by 4 percent, to \$88,421 in 2020 from \$85,060 in 2019. In Canada, the average salary increased by 4.2 percent, to

\$90,511 in 2020 from \$86,876 in 2019. This question asked about annual earnings expected as of March 1, 2020, not including fringes or incentive compensation.

The median salary in the U.S. pre-COVID-19 was \$75,000, and in Canada, it was \$78,000. The U.S. median was \$75,000 in 2019, and in Canada, the median was \$75,000.

By the end of the year, some participants had accepted lower pay in order to maintain employment while others switched jobs. The average salary for a fundraising professional in the U.S. by year-end was \$85,567, very nearly the same as in 2019. The median remained \$75,000. In Canada, the average salary as of year-end was \$89,440, still representing a 3 percent increase over 2019 earnings. The median, however, dropped slightly to \$76,394.

Table 1: 2019 and 2020 mean (average) and median salaries – U.S. and Canada

U.S.	2019 Mean	2020 Mean	2019 Median	2020 Median
March 1, 2020	\$85,060	\$88,421	\$75,000	\$75,000
December 31, 2020	-	\$85,657	-	\$75,000

Canada	2019 Mean	2020 Mean	2019 Median	2020 Median
March 1, 2020	\$86,976	\$90,511	\$75,000	\$78,000
December 31, 2020	-	\$89,440	-	\$76,394

Of those reporting their compensation as of March 1st and December 31st, 2020, 18 percent reported lower compensation by year-end and 15 percent reported an increase, possibly due to a job change. The balance, 67 percent, reported no change in compensation between the start of the COVID-19 epidemic and related economic crisis and the end of the year.

Compensation Differences Related to Gender

Looking at simple averages, women's compensation in the U.S. averaged \$85,967 compared with men's pay of \$103,175, for a gap of \$17,208, or 20 percent. In Canada, the gap is \$21,044 based on compensation of \$85,894 for women compared with \$114,770 for men. Canadian women in this study, on average, earned 34 percent less than men in Canada. Just over 1 percent in the U.S. selected a gender other than male or female. Within that small group, salaries averaged \$110,217, or higher than U.S. men's average by 7 percent and higher than the U.S. women's average by 28 percent. The median, at \$90,000, equaled the median for men in the U.S. There were too few Canadian respondents selecting an identity other than man or women to analyze. See [PAGES 32](#) and [36](#) for more detail.

Compensation Differences by Racial or Ethnic Heritage

This is the third year of examining salary based on broad groups of racial or ethnic heritage. For salaries in 2018 and 2019, in both the U.S. and Canada, the average salary of fundraisers who selected an identity grouped within the cluster Black, Indigenous, People of Color (BIPOC) was nearly equal to salaries of people who identified as non-Hispanic, white/Caucasian, or European ancestry only. For analysis purposes, this group included people who identified as Jewish.

In this wave of the Compensation and Benefits Study, people whose ethnic or racial heritage was grouped into the cluster of BIPOC earned 10 percent less, on average, than those who were grouped as "white only" in the U.S. The gap was 5 percent less for people who identified in the BIPOC cluster in Canada. See [TABLE 21](#) and [TABLE 22](#) for more detail.

Nothing in the study data explains why there was a drop in 2020 after two years of near-equal

compensation. AFP will continue to collect data and conduct a longitudinal analysis to explore hypotheses about the relationships between compensation and race or ethnicity.

Compensation Related to Certification

The average salary of CFRE certified fundraisers who work 30 hours or more a week has consistently been higher than the average for someone who has the same number of years of experience and does not have a CFRE. The differences range from 10 percent to 25 percent more, depending on years of experience. There is a very weak correlation between holding a CFRE and the size of the organization where the individual works, insufficient to account for the salary difference. See [PAGE 33](#) and [PAGE 33](#) for more detail.

Lower Compensation Related to Life Events

In the U.S. just over one-quarter (26 percent) of study participants indicated they experienced an event in the past two years that they believe has had a negative effect on their salary. These events included taking time off in the past two years to care for children, other family members, or the AFP member's own health. The potentially disruptive events also included career moves such as relocation to a new community (e.g., to follow a spouse) or resigning before having a new position. In addition, for 2020, the study asked about the impact of layoffs prior to and during 2020, as well as unpaid days due to COVID-19 and accepting lower wages in 2020 in order to remain employed.

- Nearly one in five (17 percent) study participants reported direct loss of salary in 2020 due to layoff, furlough (unpaid days), or accepting lower pay in order to remain employed. This is also reflected in finding that 18 percent reported lower compensation by year-end.
- Ten percent said their pay was lower than peers' compensation because of time taken in the past two years to care for themselves or a family member, including working part-time to care for children.
- Six percent reported lower earnings because of career shifts, including moving to another community or taking time off to further their education.

See [PAGE 34](#) and [PAGE 38](#) for more details.

Benefits

Healthcare insurance is the most common employment benefit, followed by retirement plan contributions by an employer. About half of fundraising professionals receive employer-paid professional dues. At the lower end of the spectrum, just 3 percent receive relocation expenses.

More detailed discussion of benefits begins on [PAGE 46](#). Data related to benefits are in [APPENDIX 6](#) for the U.S. and [APPENDIX 7](#) for Canada.

Healthcare

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

In the U.S.:

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

- More U.S. participants received prescription coverage (49 percent) compared with 2019 (41 percent).
- About the same share received dental insurance (67 percent in 2020 and 64 percent in 2019).
- More had vision benefits (62 percent in 2020, up from 56 percent in 2019).

In Canada:

- 65 percent reported receiving basic hospitalization/major medical coverage.
- 49 percent had major medical coverage.
- More in 2020 had prescription coverage at 71 percent for 2020 compared with 64 percent in 2019.
- Seven in 10 (70 percent) had dental insurance, which is about the same as the 66 percent reported for 2019.
- Six in ten (60 percent) had vision insurance, up from 50 percent reported for 2019.

Retirement

A majority of organizations offer retirement plans: 71 percent in the U.S. and 84 percent in Canada.

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

Other Benefits

In the U.S., 54 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 31 percent of the employers of surveyed members.

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

Conclusion to Study Highlights

Prior to the pandemic and resulting economic crisis, fundraisers in the U.S. and Canada reported an increase in average compensation and expansion of benefits at levels comparable to – and even slightly above – prior years.

By the end of 2020, after considering layoffs, furloughs (unpaid days), and job changes, total compensation was back to 2019 levels, erasing any gains seen early in 2020. However, the results were not evenly distributed, as more reported declines in pay averaging nearly \$21,000 than reported increases averaging just under \$8,000. Two-thirds reported no change in compensation during 2020.

A majority of fundraisers hoped for increased compensation in 2021 and a return to near-normal staffing levels, or even more full-time equivalents (FTE) in their organizations working on fundraising. High majorities (75 percent or so) plan to remain in fundraising for 2021 and beyond, although in the U.S., people of color are slightly more likely than “white only” to indicate a desire to leave the profession – either seeking work in a different field or retiring earlier than previously anticipated.

Section 1: COVID-19 and Compensation

The global pandemic began in March 2020 and continued to affect revenue at nonprofit organizations into 2021. This study asked participants for their salary as of March 1, 2020 and again for their salary as of December 31, 2020. It also asked participants to report whether their organization received Payroll Protection Plan funding from the U.S. government, and about changes in benefits, if any, and changes in full-time equivalents (FTE) in their fundraising team. People who had been laid off during 2020 and who had not returned to work in fundraising by year-end were offered an option to take a slightly different version of the survey.

Summary of Findings Related to COVID-19

The Payroll Protection Plan in the U.S. appears to have been utilized by a high majority of organizations represented in the response group, with nearly all of the organizations receiving PPP funding having already fulfilled terms for forgiveness (as of early 2021).

Even with PPP in the U.S., salaries changed for about one-third of survey participants. Slightly more people saw a decline in wages than saw an increase. Averaged out across both increases and decreases, salaries declined on average by 3 percent in the U.S. and by less than 2 percent in Canada. This average, though, conceals steep declines of more than \$20,000 among the nearly 20 percent who lost income; and gains in the range of \$5,000 to \$10,000 among those who saw an increase in earnings.

The most frequent change in benefits reported by study participants was an increase in health insurance premiums to be paid by employees. This was more frequent at the largest employers, both in the U.S. and Canada.

In the near-term, for 2021, nearly 8 in 10 of survey participants hoped to remain employed where they were at the beginning of the year. About 10 percent intended to seek employment outside of fundraising within the year.

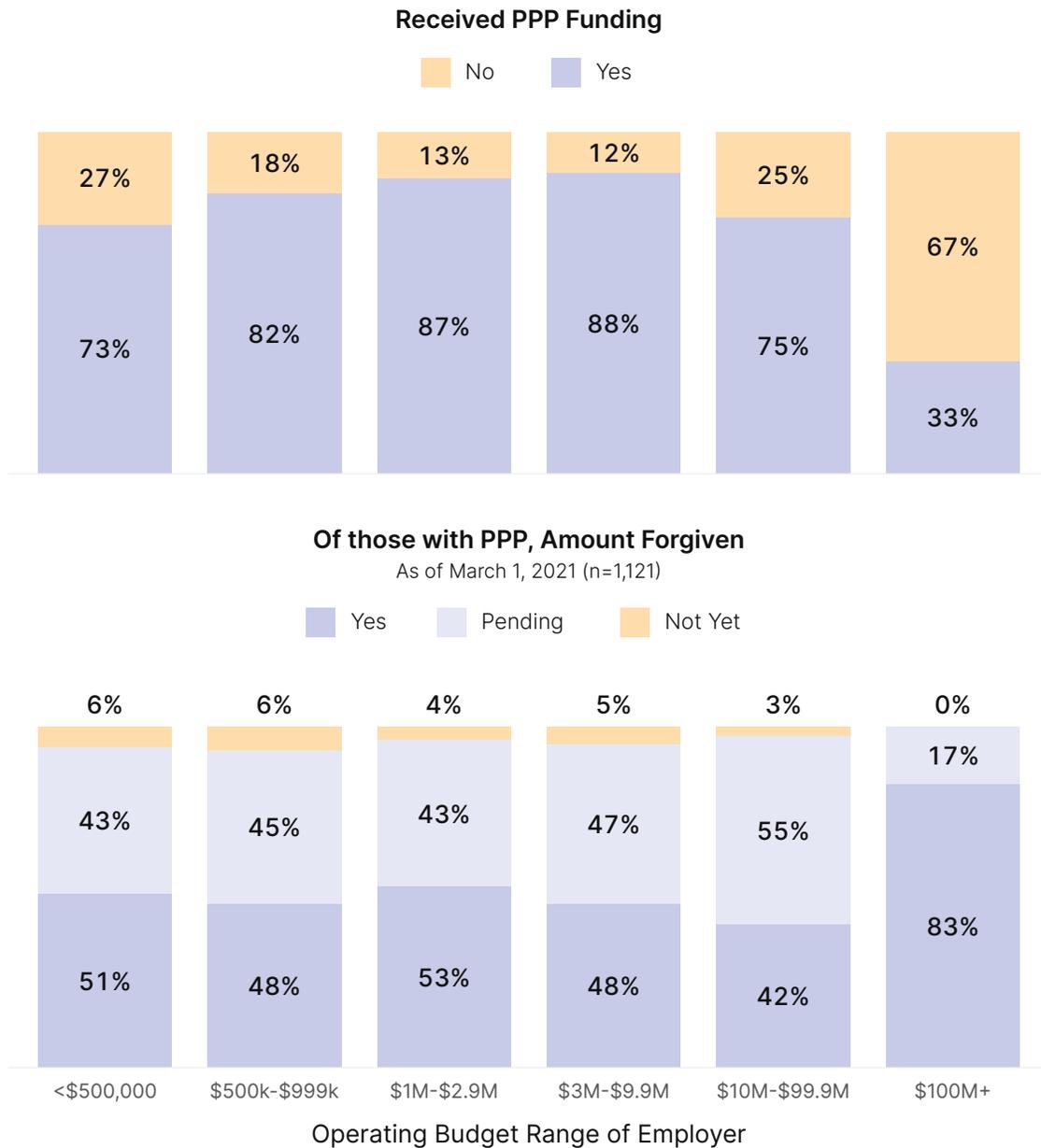
After 2021, about three-quarters of survey participants intended to continue in their careers. However, the balance was roughly evenly split between retiring/leaving fundraising earlier than they had originally intended or staying longer in the profession.

Payroll Protection Plan – U.S.

The smallest organizations, those with an annual budget of less than \$500,000, and the very largest (budgets over \$10 million) were less likely to have received funding through the Payroll Protection Plan. In organizations with budgets of \$500,000 up to \$99.9 million, a high majority received PPP funding. Among the very largest organizations, those with budgets of \$100 million or more, one-third received PPP funding.

Figure 1: Status of PPP funding at your employer organization, 2020 – U.S.

n = 2,092



Among those with PPP funding in the U.S., around half had obtained loan forgiveness as of February 2021, with more of the largest organizations (83 percent) completing the requirements. A very small percentage had not yet made arrangements to qualify.

Actual Changes in Employment and Compensation

This study asked participants about their pre-COVID-19 salary and their earnings from work by year-end. It also asked about employment in fundraising in three different ways: for the individual; a report of the actual number of people laid off; and a request for the number of fundraising professionals at the individual's employer at two points in time. The approaches yield nearly identical results: complete layoffs were somewhat uncommon.

Employment

The Payroll Protection Plan was intended to prevent extensive layoffs. However, with revenue affected from fees for service, government contracts, and funds raised, some organizations still reduced their staff or furloughed staff. Another portion of individuals accepted lower wages in order to remain employed.

Among fundraisers in this study,

- Three percent reported a layoff in 2020;
- Five percent reported furlough days; and
- Ten percent reported they accepted a lower wage in 2020 in order to remain employed.

Among 3,315 U.S. responses, 54 had been laid off and not rehired in fundraising. This is less than 2 percent. In Canada, nine of 550 selected that option at the beginning of the survey, which is also less than 2 percent.

We asked the question another way, as well, by requesting participants to enter the number of FTEs in fundraising laid off in their organization. In both countries about eight in 10 participants said no one. For those who entered values, the change in the number of FTEs was calculated as a percentage of the number employed in fundraising in March. Only about 5 percent of organizations laid off or furloughed 75 percent or more of their fundraising staff. Another 5 percent laid off or furloughed between one-quarter and one-half of the FTEs.

Table 2: Percentage of fundraising FTEs furloughed or laid off between March and December

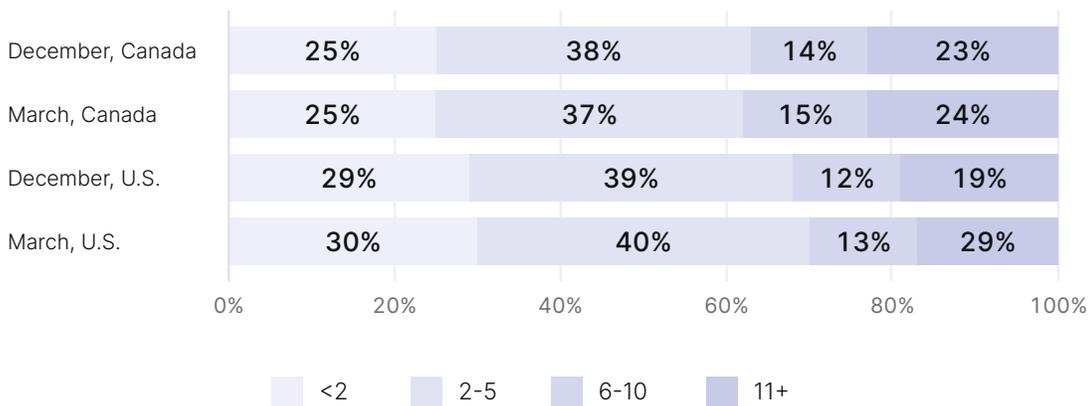
Based on # of FTEs in March

Percentage of March FTEs laid off or furloughed	US (n=2,196)		Canada (n=372)	
	n=	%	n=	%
None, 0%	1,781	81.1%	289	77.7%
0.1%-9.9%	32	1.5%	12	3.2%
10%-24.9%	95	4.3%	25	6.7%
25%-49.9%	114	5.2%	17	4.6%
50%-74.9%	63	2.9%	12	3.2%
75% or more	111	5.1%	17	4.6%

This finding is supported by the results when comparing the number of FTEs in fundraising as of March with the number employed at the end of the year. There is very little change between the two periods.

Figure 2: Percentage of employers by number of fundraising FTEs, 2020

U.S. (n=2,196); Canada (n=372)



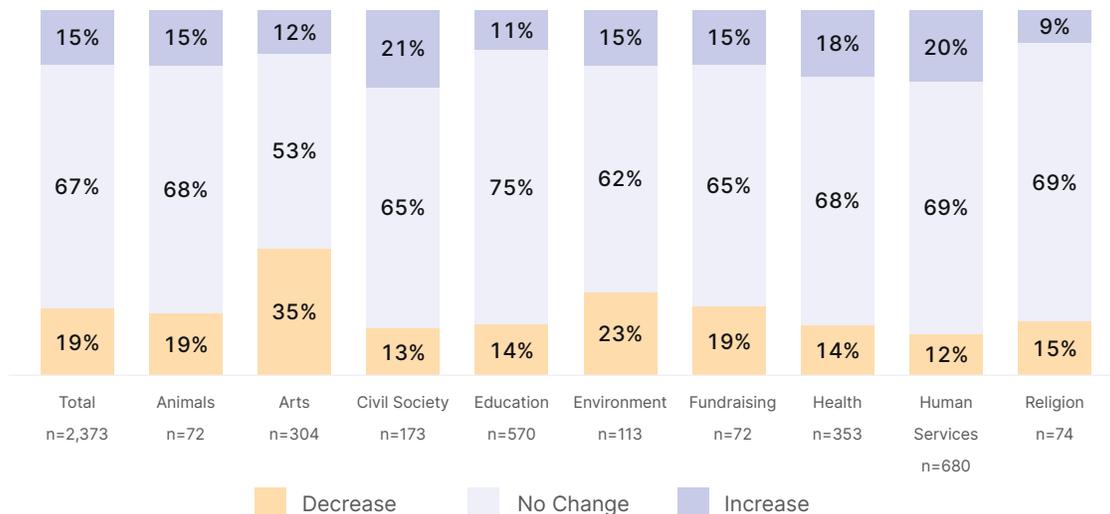
Salaries – U.S.

Overall, when averaging all responses, salaries changed little between March 1, 2020 and December 31, 2020; dropping an average of 3 percent. The overall change in the average salary was a drop of \$2,292, but this average takes into account INCREASES in earnings reported, as well.

Drops in salaries were unevenly distributed. Among all responses in the U.S., 18.5 percent reported a decline in earnings during 2020. In addition to these declines, growth in earnings were reported by 14.9 percent of study participants.

People working in arts organizations were much more likely to see a drop (reported by 35 percent) than those in any other type of organization.

Figure 3: Changes in earnings by subsector, March 1, 2020 to December 31, 2020 – U.S.



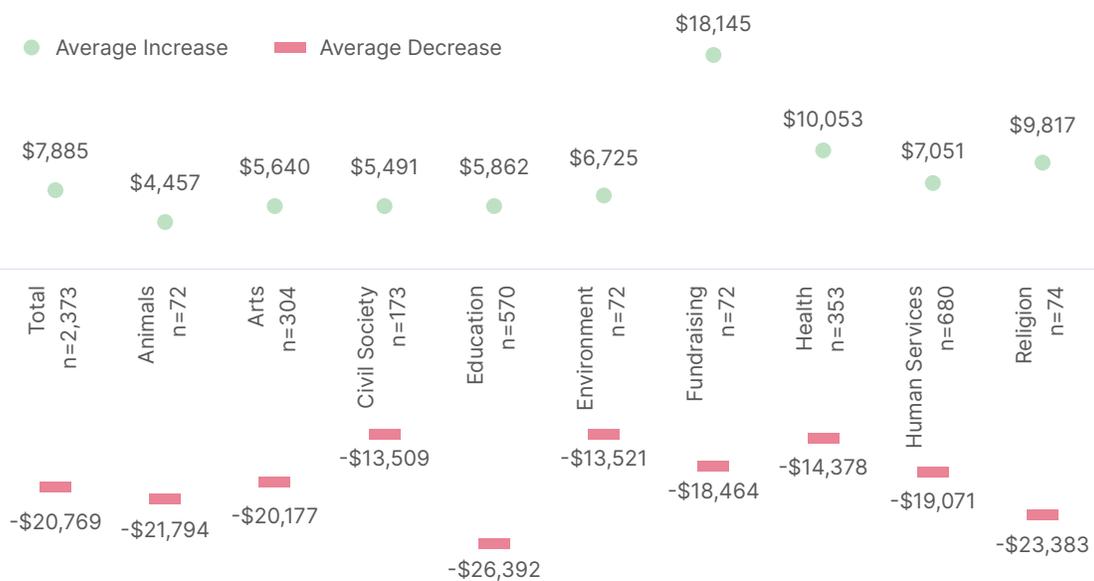
“Civil Society” includes community and economic development, human rights, civil rights, and voting rights. “Fundraising” includes Donor-Advised Funds and organizations such as United Way.

On average, when someone's salary declined, the difference was a drop of \$20,769 from March to December. This includes declines because of furloughs, reduced wages, and people who were laid off and found new work in fundraising at a lower salary. Across subsectors, the drop in earnings (before any workers' compensation benefits) averaged between \$13,500 (civil society and environment) and \$26,400 (education).

Salary increases were, on average, of smaller magnitude than the drops, averaging \$7,885. Two subsectors saw an average increase above \$10,000: health at \$10,053 on average where salaries did increase (reported by 18 percent of health respondents) and fundraising entities, where increasing salaries rose by an average of \$18,145 (reported by 15 percent of respondents in that subsector).

Figure 4: Average salary increase and average salary decrease by subsector, between March 1 and December 31, 2020 – U.S.

Excludes salaries where there was no change.



Benefits – U.S.

A small minority (10 percent) of participants reported that retirement plan offerings changed in 2020. At 8 percent of employers, the retirement plan (a 401(k) or 403(b) plan) continued but with reduced contributions in 2020. One percent of employers stopped making contributions entirely in 2020.

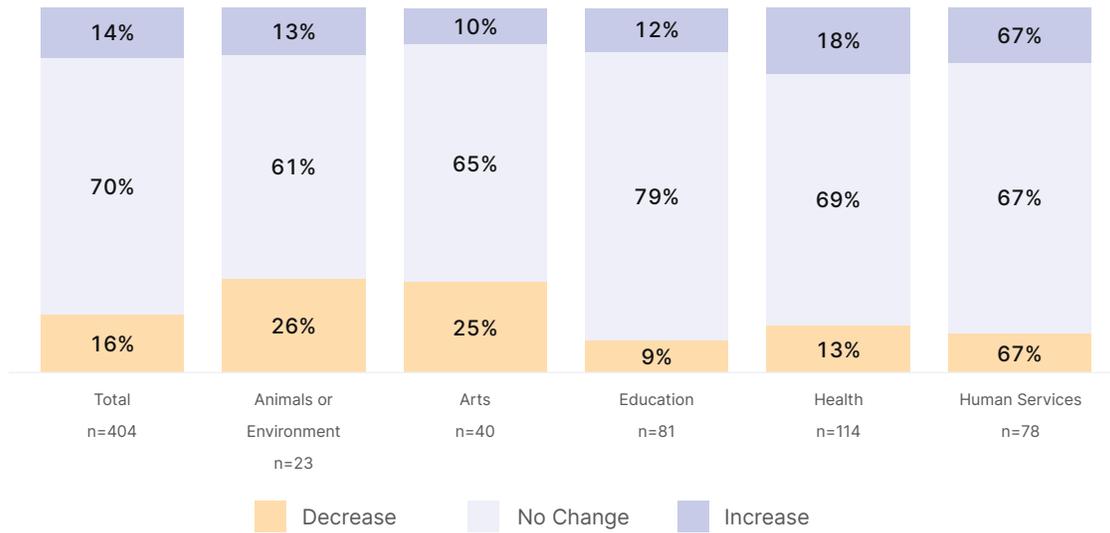
The survey did not ask about changes mid-2020 in healthcare benefits or other benefits.

Salaries – Canada

Changes in salaries among fundraisers in Canada between March and December 31 were very small, with a net average loss of 1.6 percent, or just over \$1,000 less by year-end. As in the U.S., some study participants reported a decline in earnings, a high majority reported no change, and about one in six reported growth in earnings (14.1 percent).

Figure 5: Changes in earnings by subsector, March 1, 2020 to December 31, 2020 – Canada

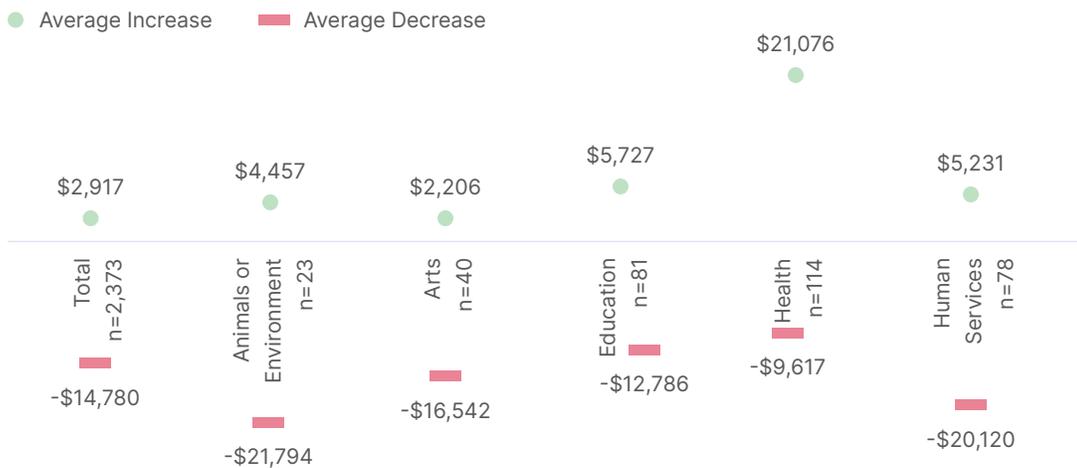
Excludes subsectors with fewer than 20 responses.



Across subsectors, average increases, where people reported earning more than year-end, were in the range of \$2,500 to \$5,000 except for health, where the average increase was more than \$21,000 more by year-end.

Figure 6: Average salary increase and average salary decrease by subsector, between March 1 and December 31, 2020 – Canada

Excludes salaries where there was no change and subsectors with fewer than 30 responses.



Benefits – Canada

The survey did not ask about changes mid-2020 in benefits in Canadian organizations.

Expected Changes in 2021

Fundraisers Remain Optimistic Salaries Will Rise

Sixty percent of men and just over half of women surveyed anticipated their salary as fundraising professionals will increase in 2021. While visibly different, these are not different with statistical significance. Around four in 10 anticipate no change.

Table 3: Direction of change anticipated for salary in 2021

	U.S.		Canada	
	Men n=416	Women n=1,868	Men n=71	Women n=330
Increase	60%	53%	59%	52%
No Change	36%	42%	37%	42%
Decrease	4%	5%	4%	6%

There were no statistically significant differences in expectations by ethnicity or race in either country. Between 50 and 60 percent anticipated an increase among both groupings of race used (white/Caucasian/European ancestry and what has been called BIPOC and visible minorities). Around 40 percent anticipated no change, and four to six percent projected a decrease in earnings.

Employee Cost of Health Insurance Likely to Rise

Participants were asked what benefits were PLANNED to be cut in 2021. In more than three-quarters of organizations, no benefits were known to be cut at U.S. participating organizations. However, among organizations with budgets of \$3 million or more, about one in five were likely to be increasing employee contributions to health insurance.

Table 4: Share of employers by planned cuts to benefits in 2021 as reported early 2021 – U.S.

	Total	\$100M+	\$10M- \$99.9M	\$3M- \$9.9M	\$1M- \$2.9M	\$500,000- \$999,999	<\$500,000
	n=1,792	n=118	n=438	n=401	n=425	n=195	n=215
None	78%	64%	72%	78%	84%	83%	86%
Increased health insurance premiums	15%	21%	20%	17%	11%	13%	12%
Eliminated or reduced other benefits	5%	9%	6%	4%	5%	7%	3%
Reduced contribution for retirement	4%	11%	6%	4%	4%	1%	2%
Eliminated other insurance plans	1%	1%	1%	1%	0%	1%	0%

A high percentage of the largest employers (\$100 million or more in total organizational budget) reportedly planned to increase health insurance premiums paid by employees and/or reduce other types of benefits (cell phone, car allowance, childcare, eldercare, etc.). The complete list of benefits shows in the figure on [PAGE 49](#). The 20 responses available for Canada in this organization size might not be representative.

Table 5: Share of employers by planned cuts to benefits in 2021 as reported early 2021 – Canada

	Total	\$100M+	\$10M-\$99.9M	\$3M-\$9.9M	\$1M-\$2.9M	\$500,000-\$999,999	<\$500,000
	n=263	n=20	n=64	n=57	n=52	n=33	n=37
None	88%	55%	92%	88%	87%	97%	95%
Increased health insurance premiums	9%	40%	6%	9%	10%	3%	3%
Eliminated or reduced other benefits	3%	15%	2%	2%	4%	0%	0%
Reduced contribution for retirement	3%	5%	2%	5%	4%	0%	3%
Eliminated other insurance plans	2%	10%	3%	0%	2%	0%	0%

Increased FTEs in Fundraising Anticipated in Just Over One-Third of Organizations

The study asked participants to estimate how many FTEs would be working as fundraising professionals in their organization by mid-2021. Compared with the numbers provided for March 2020, before layoffs and furloughs, just over one-third of participants projected an increase. Four in 10 said the staffing levels by mid-2021 would remain the same as March 2020, and around one-quarter expected FTEs to decline compared with March 2020.

Table 6: Anticipated direction of change in FTEs in fundraising, March 2020 to mid-2021

	U.S.	Canada	Total
	n=2,015	n=344	n=2,359
Increase in FTEs	35%	42%	36%
Same FTEs	38%	36%	38%
Decrease in FTEs	26%	22%	26%

Fundraising Professionals' Career Plans

When unexpected events occur, people often change their plans for the future. In order to help inform nonprofit organizations about potential “pipeline” gaps in fundraising, this study asked people about their intentions for 2021, and then for beyond 2021.

In 2021, around 10 percent of respondents indicated they might be looking for work in a different field; 20 to 25 percent intend to look for a different job but remain in fundraising; and 83 to 91 percent hope to remain where they worked as of early 2021.

Table 7: 2021 Employment plans by gender

Excludes don't know/no response and responses for gender with fewer than 30 people in the cell. People could select more than one response.

	U.S. (n=2,375)			Canada (n=416*)	
	Men n=425	Women n=1,924	Another Gender n=26	Men n=75	Women n=341
Remain where I work now	86%	84%	88%	91%	83%
Look for new work in fundraising sometime in 2021	23%	21%	23%	28%	25%
Look for new work in a different field in 2021	11%	13%	23%	11%	12%
None of the above	2%	2%	0%	3%	1%

* Another gender in Canada, n = 4, results not shown. All reported intending to remain where they are now.

The analysis shows statistically significant differences in employment intentions in 2021 between people who identify as what is called BIPOC by some in the U.S. Fewer people of color intend to remain where they work now. This difference is not found in Canada.

Table 8: 2021 Employment intentions by race/ethnicity – U.S. and Canada

	U.S.		Canada	
	White n = 1,999	BIPOC n=322	White n=290	Visible Minority n=59
Remain where I work now	85%	76%	85%	83%
Look for new work in fundraising sometime in 2021	20%	32%	27%	25%
Look for new work in a different field in 2021	12%	18%	12%	14%
None of the above	2%	2%	1%	5%

Red font indicates a value that is lower with statistical significance from the others in the row. Green highlight indicates value that is higher, with statistical significance, from others in the row.

Beyond 2021, people are roughly equally split between working longer than envisioned or retiring earlier. There appear to be slightly higher values in the cells, but at these sample sizes, the results are not statistically significantly different between men and women or between U.S. and Canadian respondents.

Table 9: Career plans, beyond 2021 by gender – U.S. and Canada

One response allowed.

	U.S.			Canada	
	Men n=425	Women n=1,919	Another Gender n=27	Men n=73	Women n=339
Shift long-term plans to work longer	15%	10%	19%	19%	11%
Shift long-term plans to end work as a fundraiser sooner than previously planned	9%	14%	7%	10%	12%
Neither of the above	76%	76%	74%	71%	77%

By race or ethnic heritage, again about three-quarters of those who responded plan neither earlier nor later change from fundraising. A very slightly higher share of people of color intend to end work as fundraisers sooner than they might otherwise have intended, given the events of 2020. The difference does not reach the level of statistical significance, but it is consistent in the two countries and with earlier findings about leaving fundraising in 2021. This has potential implications for diversity, equity, inclusion, and access within nonprofit organizations and in fundraising specifically.

Table 10: Career plans beyond 2021 by ethnicity or race – U.S. and Canada

	U.S.		Canada	
	White n = 1,997	BIPOC n=322	White n=286	Visible Minority n=59
Shift long-term plans to work longer	10%	14%	14%	12%
Shift long-term plans to end work as a fundraiser sooner than previously planned	13%	14%	10%	17%
Neither of the above	77%	72%	76%	71%

Section 2: Who Are Fundraisers?

Women Predominate in AFP and in Survey Participation

Membership statistics at the time of the survey show that approximately 69 percent of AFP members who answer the question are women and 22 percent are men. Nine percent do not respond. Among survey participants, a much higher percentage were women at 81 percent; 18 percent were men; and approximately one percent selected another option.

Fewer Than 15 Percent of Fundraisers Identify as Black, Indigenous, Asian, Hispanic, or a “Person of Color”

Approximately 86 percent of AFP members who report their ethnic heritage or racial background on their membership materials are white. Among survey participants who provided information about their primary ethnicity or race, 84 percent indicated they are white/non-Hispanic, and 14.2 percent selected another option offered. The balance did not select a racial or ethnic heritage.

Demographics by Responsibilities

The largest share of survey participants are chief development officers—40 percent in the U.S. and 22 percent in Canada. The survey also included fundraising officers (major gifts, planned giving, etc.) at 14 percent in the U.S. and 23 percent in Canada; and fundraising program managers (annual fund, for example) at 11 percent in the U.S. and 18 percent in Canada. Agency CEO or executive directors were 15 percent of the U.S. respondents and 17 percent of those from Canada.

A very high percentage of participants—42 percent in the U.S. and 43 percent in Canada—do not supervise or manage any other staff member. Just over one-quarter of U.S. participants (26 percent) manage three or more colleagues. In Canada, 29 percent do.

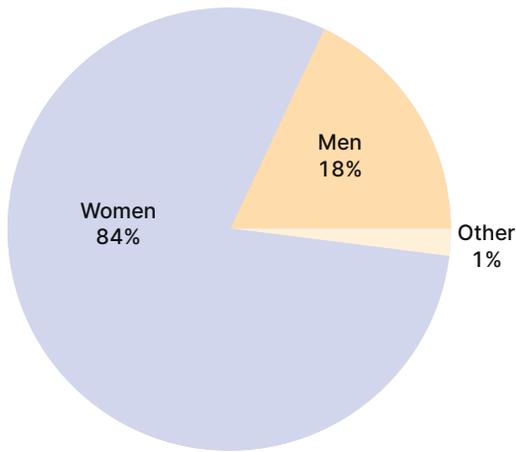
Demographics by Experience and Training

The average U.S. participant has worked for 3.4 employers as a fundraiser. In Canada, the average is nearly the same, at 3.5. In the U.S., study participants averaged 5.4 years at their current employer, and 6.7 years is the average for the longest time at any employer. In Canada, average time at the current employer is 5.1 years, and the average for the longest time at any employer is 6.2 years.

Twenty-four percent of all U.S. participants and 32 percent of Canadians are Certified Fund Raising Executives.

The following pages show additional detail about fundraisers in the U.S. Results are similar for Canada. See [TABLE 37](#) and following, beginning on [PAGE 53](#) in [APPENDIX 2](#) for more detail.

Figure 7: 81% of study participants identified as women



Note: Overall AFP membership is 69% women, 22% men, and 9% no response.

Figure 9: 84% identified as white only

n = 2,747

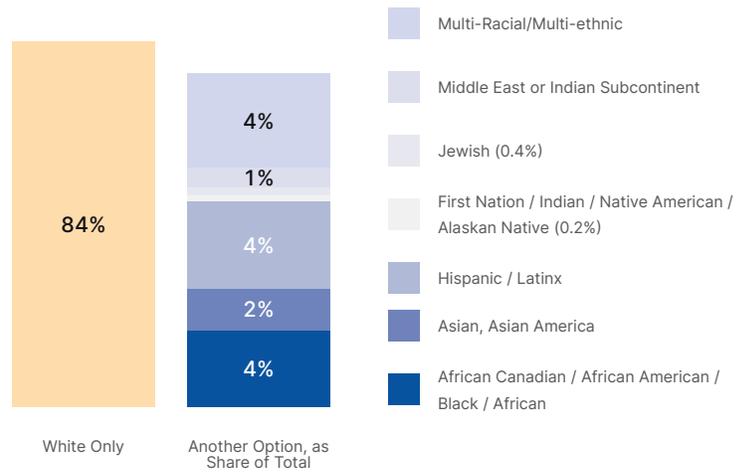
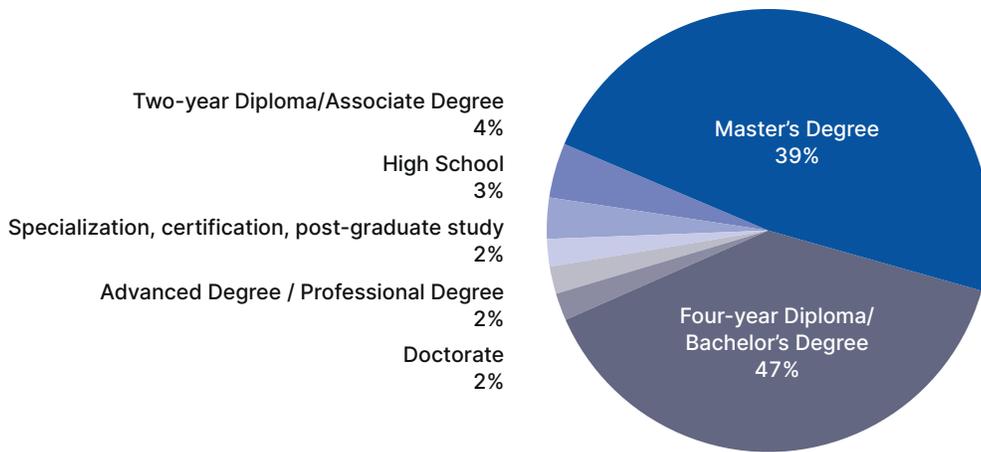


Figure 8: 47% have four-year degree and 43% have post-graduate diploma or specialization

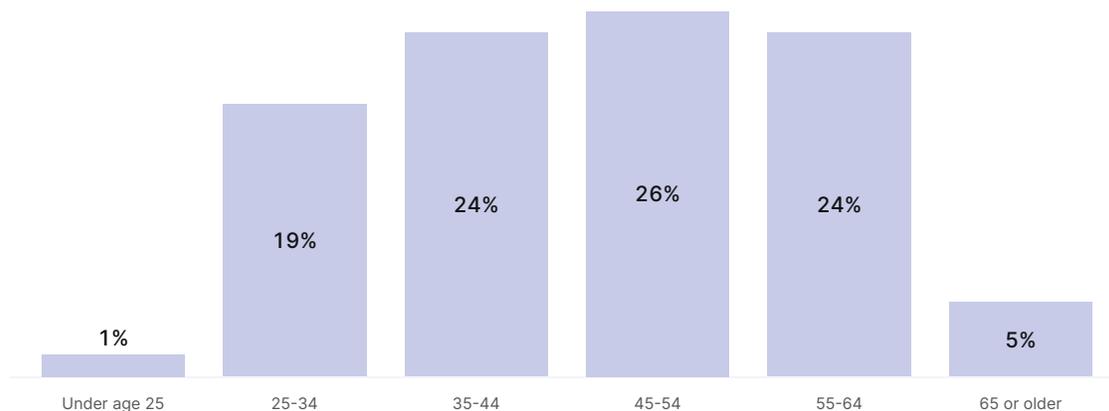
n=2,815



Note: AFP Global data about membership do not include education level.

Figure 10: Current average age is 45 with median at 46. Distribution is even from 25 through 64.

n = 2,805



In 2020, 26% of survey respondents were under age 36, compared with 20% in 2021. In 2020, the survey included a special section for Young Professionals, defined as 35 and younger. Note: AFP Global data about membership do not include educational level.

Certification is More Common in Canada Than in the U.S.

In the U.S., a minority of professional fundraisers have been certified by any one of the certification bodies, and 58 percent said, “None of the above.” The certifications held include:

- < 1% ACFRE;
- 24% CFRE;
- 15% from a university-based program in fundraising or nonprofit management; and
- 9% from another program (Grant Professional Certified, FAHP, and others).

Certification is more common in Canada, with a majority reporting some degree of certification and 45 percent responding, “None of the above.”

- < 1% ACFRE;
- 32% CFRE;
- 16% from a university-based program; and
- 17% certification from another program.

Seeking Opportunity and Higher Pay Dominate Job Seeker Motives

A lower share of survey participants thought about leaving their jobs in 2020 than in prior years: about half in 2020 compared with nearly two-thirds in prior years. Reasons for seeking other employment remain similar as in prior years.

Career goals are very important drivers of job search. Although a lower percentage in 2020 sought higher pay, that still remains one of the dominant reasons for considering another job. The work environment is important, especially the degree of support for fundraising. Personal goals such as work/life balance are comparatively uncommon reasons for considering a job chance.

The top five reasons overall were:

- Seeking opportunities for career advancement, 61 percent;
- Higher pay, 59 percent;
- Frustrating work environment, 39 percent;
- Lack of support for fundraising in the organization, 30 percent; and
- Unrealistic employer expectations related to the job, 25 percent.

Across the rankings and percentages for this set of questions, there are no meaningful differences between the U.S. and Canada.

Figure 11: Reasons identified for thinking about changing jobs – U.S. and Canada combined

Participants could select all that apply. n = 1,623 (those who identified they did think about changing jobs).



Section 3: Where do Fundraisers Work?

Nearly three-quarters (73 percent) of AFP members in this study work in:

- Human Services (30 percent);
- Education (24 percent); and
- Health (19 percent).

Among the other 27 percent, the largest number are in Arts/Culture (13 percent of the total). Study participants from other types of organizations were 5 percent or fewer of the total; Environment/Wildlife at 5 percent; Community and Economic Development at 4 percent; Fundraising and Grantmaking or Allocations at 4 percent; and 3 percent at each of these types of organizations—Animals/Animal Welfare and Religion. All other organizational types constituted 1 or 2 percent of the total each).

More data about the organizations where fundraisers work appears in [APPENDIX 3](#) beginning with [TABLE 41](#).

Leadership at the Board Level

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

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 third 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 2020, both 43 percent of U.S. organizations and 43 percent of Canadian said their board was 50 percent or more women. These results are slightly higher than for prior years, when just under 40 percent reported at least half of board members were women.

Table 11: What percentage of your organization's board identifies as female?

	US (n=2,282)		Canada (n=373)	
	n=	%	n=	%
Less than 10%	48	2%	1	0%
10%-24.9%	253	11%	32	9%
25%-49.9%	1,002	44%	178	48%
50%-74.9%	794	35%	139	37%
75% or more	185	8%	23	6%

Around One-Third of Organizations Have 25 Percent or More of Board Members From Under-Represented Groups

This is the first wave of the AFP Compensation and Benefit Study to ask about “minority or underrepresented 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. In Canada, 22 percent of the population in 2016 was a “visible minority.”

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.” Note that under-representation was left to the survey participant to define. Using the responses, 33 percent of U.S.-based organizations report having one-quarter or more of their board members from minority or under-represented groups, and 29 percent in Canada do.

Table 12: What percentage of your organization’s board identifies as a member of a minority or from a group under-represented in leadership positions?

	US (n=2,064)		Canada (n=321)	
	n=	%	n=	%
Less than 10%	619	30%	122	38%
10%-24.9%	765	37%	106	33%
25%-49.9%	490	24%	69	22%
50%-74.9%	141	7%	16	5%
75% or more	49	2%	8	2%

In U.S., Organizations Founded for Empowering Under-Represented Groups No More Likely to Include Board Members From Under-Represented Groups

A total of 588 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” and 1,888 said that was not a principal mission. There was no discernable relationship between the percentage of board members who were from under-represented groups and the organization’s mission related to under-represented groups.

In Canada, 68 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 363 said that was not a principal mission. There is a weak correlation (0.19) between the percentage of the board that is from under-represented groups and the mission of the organization being related to under-represented people.

This is the first 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.

Supervisors in Fundraising

The 2020 wave of the study asked, for the third 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 2020 is very similar to the results for 2019 and 2018, with a plurality of U.S. participants reporting to a woman (45 percent); about a third in the U.S. (and 20 percent in Canada) reporting to a man; and others reporting to multiple individuals or to the board as a whole (16 percent in the U.S. and 18 percent in Canada) or to no one at all as a self-employed consultant (3 to 4 percent).

Table 13: To whom do you report?

	US (n=2,064)		Canada (n=321)	
	n=	%	n=	%
A supervisor who does not identify within the binary gender system	13	1%	1	0%
A supervisor who identifies as female	1,176	45%	234	52%
A supervisor who identifies as male	784	30%	102	23%
Does not apply. Self-employed consultant or a principal in the firm	101	4%	14	3%
More than one individual on staff	97	4%	21	5%
The board	425	16%	81	18%

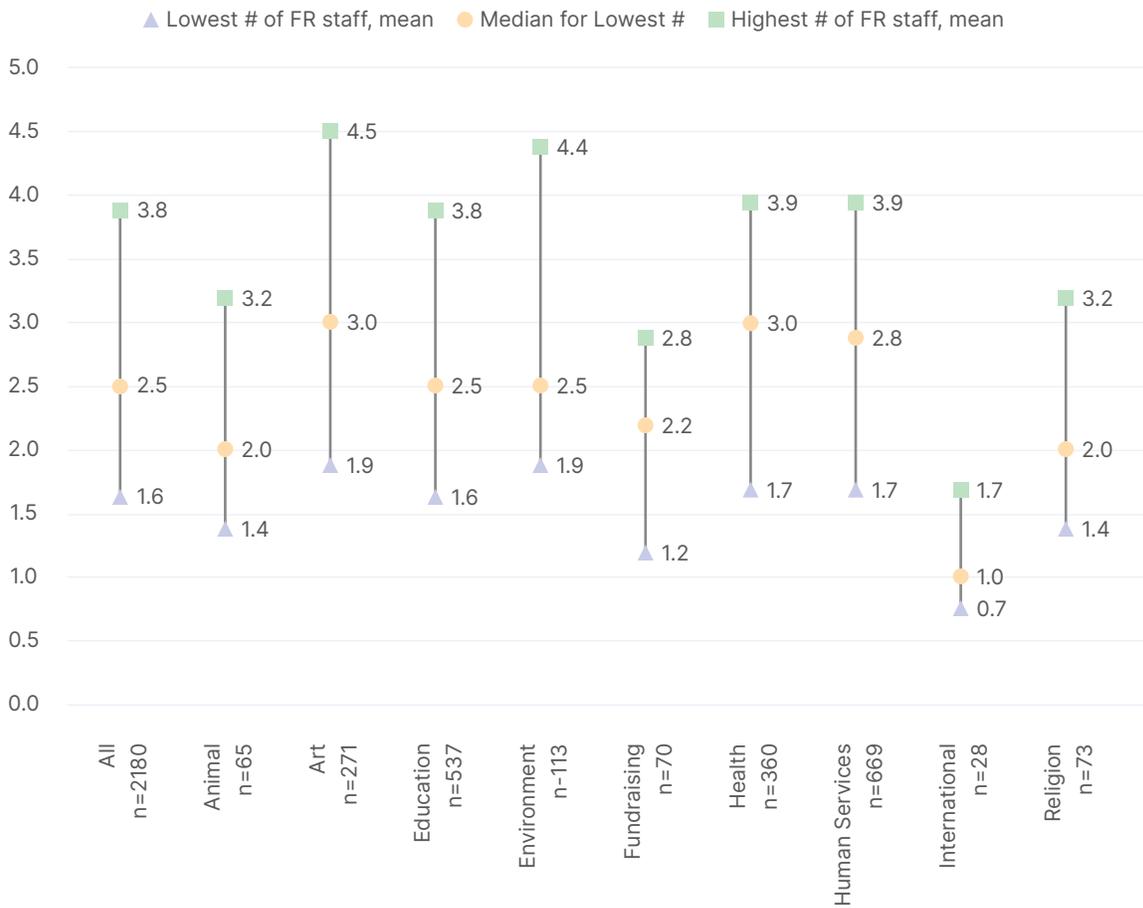
Size of Fundraising Staff and Volunteer Ratios

Many employers and fundraising team members are interested in the size of a team needed to raise funds. This is the first Compensation and Benefits Study to look at staffing ratios based on the amount raised.

Most Organizations Have Two to Three Fundraising Professionals for Each \$1 Million Raised

Survey participants provided information about the number of FTE fundraising professionals in their organization and about the range of the amount raised. When examined by main mission of the organization, most types of entities have two to three fundraising professional FTEs for each \$1 million raised. However, staffing is discernably lower for international aid and development groups, ranging from 0.7 to 1.7 FTEs per \$1 million raised. (There were just 28 international groups in this analysis, so results should be used with caution.) By contrast, arts, culture and humanities groups, and environmental groups each have slightly higher staffing patterns, up to 4.5 FTEs per \$1 million raised.

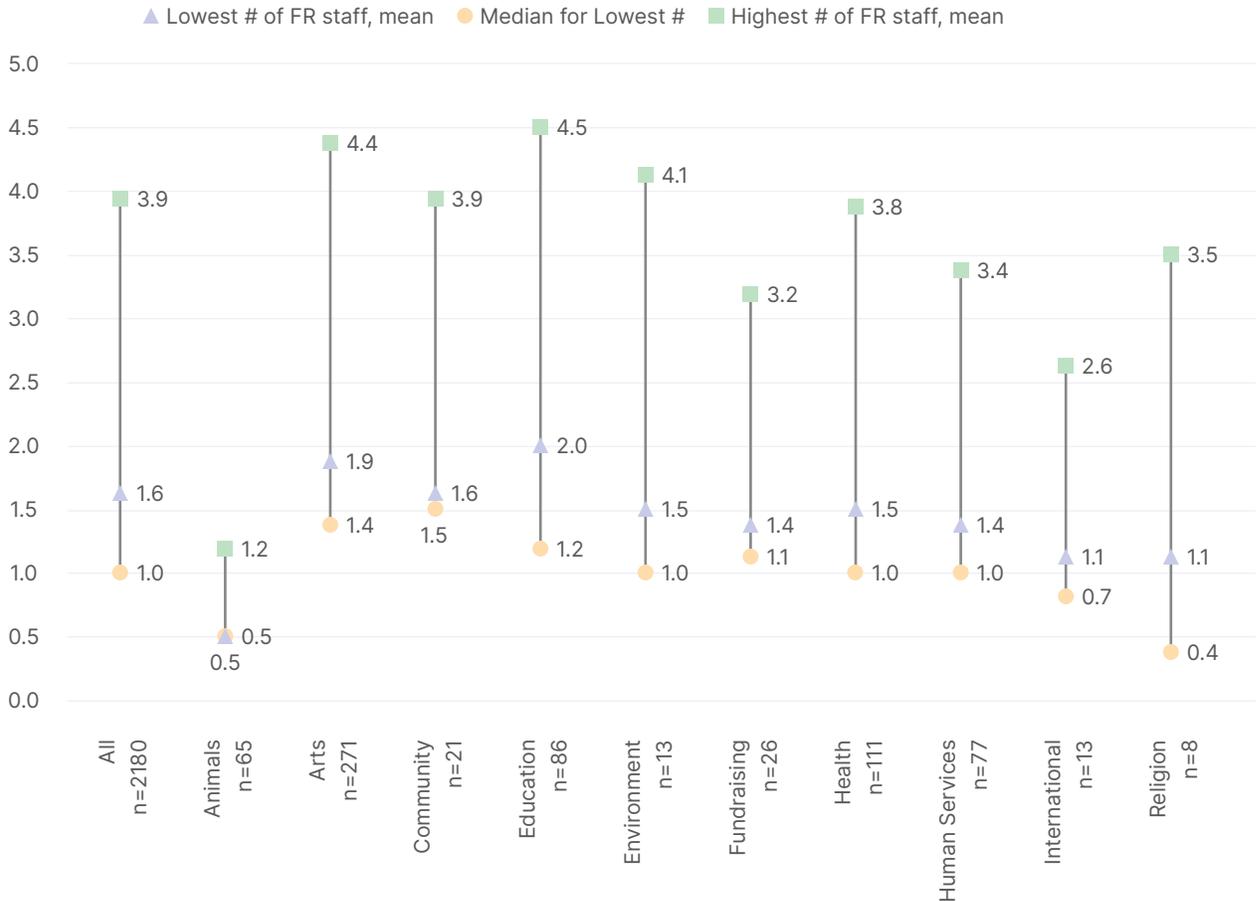
Figure 12: Low, median, and high fundraising staff per \$1 million raised by organizational mission – U.S.*



* This analysis separates the ranges for the amounts raised, instead of using the midpoint. The number of staff people is divided first by the bottom of the range, say \$1 million, and again by the top of the range, say \$2.99 million. Dividing by the lowest number in the amount raised will yield the highest number of fundraising staff per \$1 million (green boxes in the graph). Using the highest end of the range yields a smaller number of FTE per \$1 million raised (blue triangles). The median is calculated for this value, as another way to consider a middle value.

In Canada, the ranges of fundraising staff to raise \$1 million are similar to those in the U.S., from just over one full-time equivalent up slightly more than four. However, the mid-point (median) for each subsector is lower, closer to one than to two, except for education.

Figure 13: Low, median, and high fundraising staff per \$1 million raised by organizational mission – Canada.*



* This analysis separates the ranges for the amounts raised, instead of using the midpoint. The number of staff people is divided first by the bottom of the range -- say \$1 million and again by the top of the range, say \$2.99 million. Dividing by the lowest number in the amount raised will yield the highest number of fundraising staff per \$1 million (green boxes in the graph). Using the highest end of the range yields a smaller number of FTE per \$1 million raised (blue triangles). The median is calculated for this value, as another way to consider a middle value.

Volunteer Engagement

Fundraising engages volunteers, as well as paid staff. We asked about the number of volunteers who assist with fundraising. Entries ranged from zero to more than 5,000. To facilitate comparison, we removed 24 organizations that reported 1,000 or more volunteers. With that adjustment, the average number of volunteers increases at a fairly consistent rate as the amount raised increases. We do not have enough information here to conclude that engaging more volunteers causes increased amounts raised, only that the two are associated.

The values here are similar with those from 2019 except in the largest organizations, where there was a 62 percent decline in the reported average number of volunteers in the U.S. (from 136 in 2019 to 51 in 2020).

Figure 14: Average number of volunteers* assisting with fundraising by amount raised (includes board members) – U.S. and Canada combined

U.S. (n=2,345); Canada (n=415)

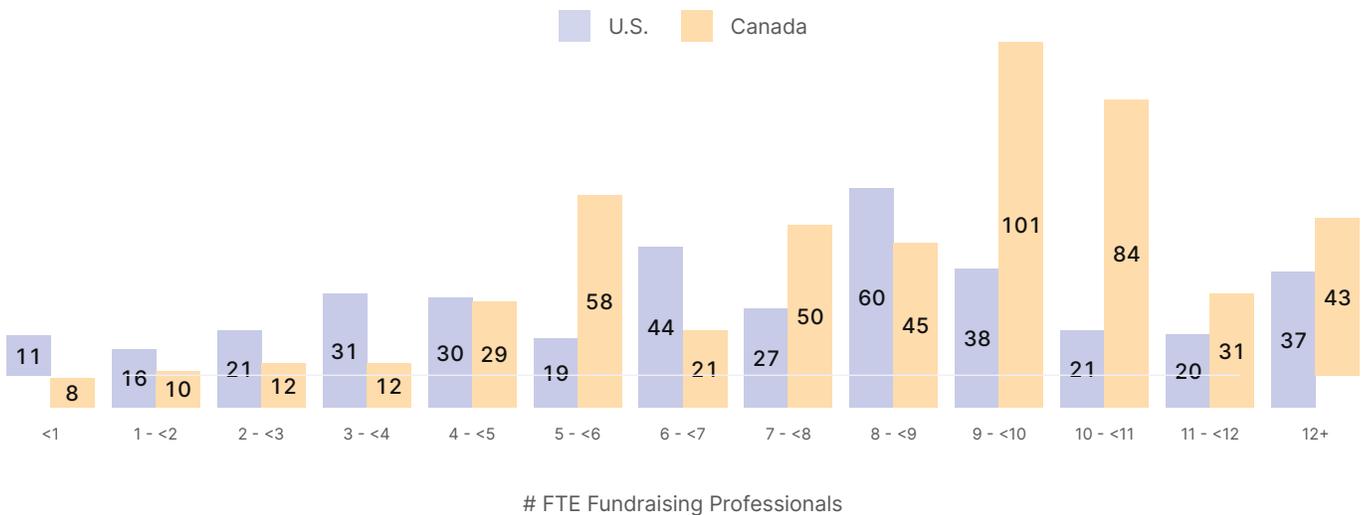


*Excludes data for 24 respondents who reported 1,000 or more volunteers. This group averaged 4,788 volunteers.

Fundraising volunteer numbers tend to rise with availability of staff to work with them. On average, small fundraising staffs, with less than one full-time equivalent, have fewer volunteers. The Canadian data available for staff sizes larger than six recorded fewer than 30 responses in each size cluster, so results should be used with caution from the middle of the graph to the right.

Figure 15: Average number of volunteers assisting with fundraising by number of fundraising FTEs – U.S. and Canada

U.S. (n=2,345); Canada (n=415)



*Excludes 85 groups raising \$10 million or more and reporting 1,000 or more volunteers. This group averaged 2,850 volunteers.

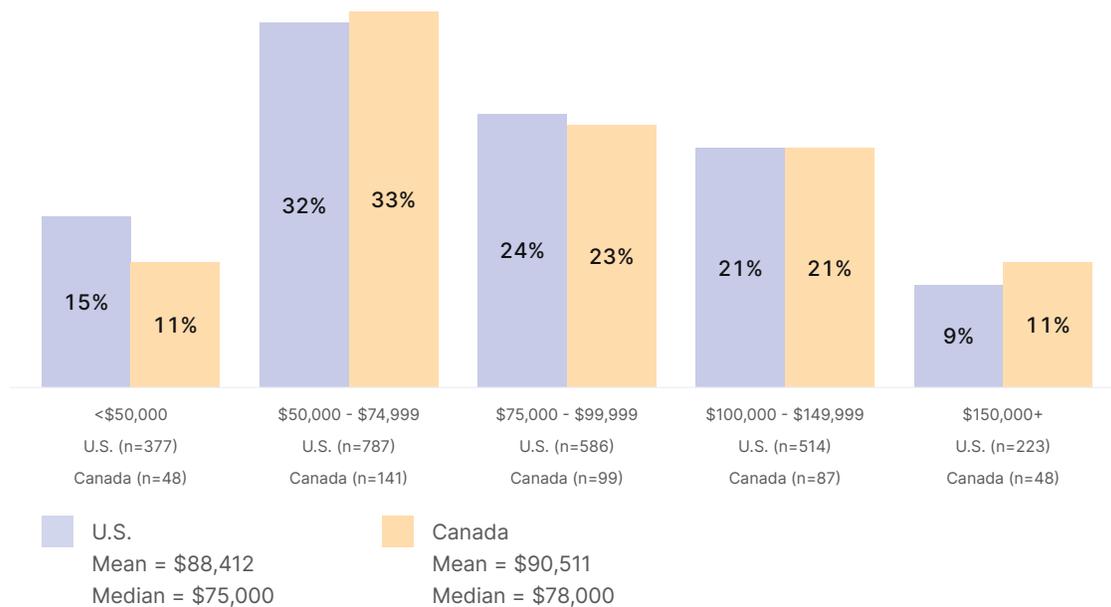
Section 4: Fundraiser's Compensation

This section examines type of organization, gender, years of experience, and level of education on salary levels in fundraising. Data tables are in [APPENDIX 4](#) for the U.S. and [APPENDIX 5](#) for Canada.

Section 4.a: Overview of Compensation

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 worked 30 hours a week or more as of March 1, 2020 earned a mean of \$88,412. The mid-point (median) of the salary range was \$75,000. In Canada, average compensation was \$90,804 with a mid-point of \$78,000.

Figure 16: Share of study participants in each of five salary ranges, as of March 1, 2020 – U.S. and Canada



The 4 percent increase in average U.S.-based salaries as of March 1, 2020 was statistically significant compared with 2019 results. In addition, the change in the mean in Canada, an increase of 4.2 percent, is also statistically significant.

Table 14: Changes in mean and median salaries, 2019 to 2020, as of March 1, 2020 – U.S. and Canada, all participants

	U.S.			Canada		
	2019	2020	Change	2019	2020	Change
Mean	\$85,060	\$88,421	4.0%	\$86,876	\$90,511	4.2%
Median	\$74,000	\$75,000	1.4%	\$80,000	\$78,000	-2.5%

Analysts also considered that the top highest paid fundraising professionals can skew the results. To adjust for this, the mean and median were recalculated, leaving out the top 5 percent of earners in this study. In the U.S., the rates of change when excluding the top 5 percent of salaries was 3.4 percent for the mean and 4.2 percent for the median. These changes reflect increases in inflation-adjusted dollars compared with the prior year, at least through March 1, 2020. Canadian fundraising professionals, excluding the top 5 percent, saw a 3 percent increase in the mean salary and drop in the median. See **TABLE 15**.

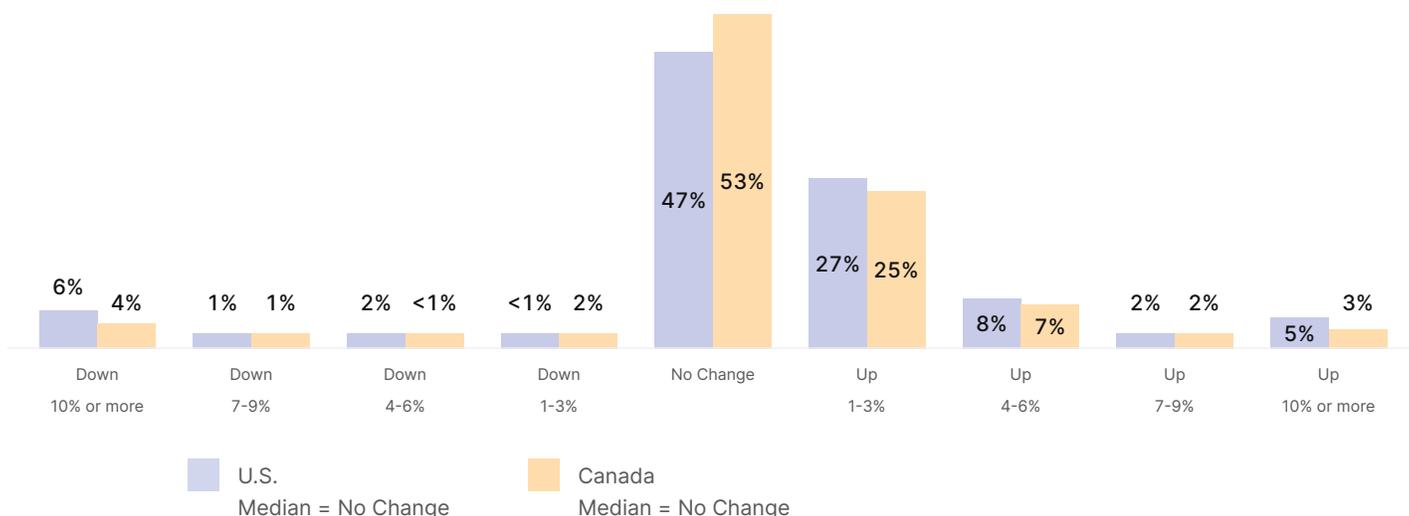
Table 15: Changes in mean and median salaries, 2019 to 2020, as of March 1, 2020 – U.S. and Canada, excluding top 5%

	U.S.			Canada		
	2019	2020	Change	2019	2020	Change
Mean	\$76,920	\$79,590	3.5%	\$80,677	\$82,850	2.7%
Median	\$72,000	\$75,000	4.2%	\$78,000	\$75,000	-3.8%

Even with meaningful change in earnings before the COVID-19 crisis, only some people benefitted. A very high percentage of professional fundraisers saw no change in their 2020 wages even before the crisis.

Figure 17: Half saw no change in salary from the end of 2019 to March 2020.

U.S. n = 2,505; Canada n = 436. Note that U.S. inflation in 2020 was 1.4%, while inflation in Canada in 2020 was 2.3%.



As noted, 18 percent reported a drop in earnings in 2020 due to any combination of the following: layoff, accepting a lower salary at a new employer, furlough, or accepting a lower salary from the current employer in order to maintain employment. The results of these changes are reported beginning on [PAGE 8](#).

Determining Initial Compensation

Negotiating compensation at the time of hire is especially important for fundraisers, as that baseline becomes a reference point within that organization and in future employment.

Six in 10 Feel Confident They Negotiated Effectively

In the U.S., 63 percent felt they negotiated effectively for their current salary. This is comparable to results in 2017, 2018, and 2019. In Canada, 58 percent share that perception, also comparable with prior years.

Table 16: Majority* feel that they negotiated effectively for current salary

Did you negotiate effectively for your current position salary?	US (n=2,479)		Canada (n=430)	
	n=	%	n=	%
Yes	1,566	63%	248	58%
No	913	37%	182	42%

*Excludes non-responses.

About One-Third Say Compensation Is Tied to Fundraising Performance

About 39 percent of U.S. participants and 34 percent of Canadians agreed that their organizations “explicitly state that achieving determined performance goals will be a factor in determining a pay raise.” These are slight increases over 2019, although that year reflected a decline from high levels, so the result for 2020 might be a “return to typical” expectations.

Four in 10 report that performance goals are NOT part of determining compensation. The share is 37 percent in the U.S. and 45 percent in Canada. In both countries, just over one in five are neutral on the topic.

Section 4.b: Compensation by Fundraisers’ Characteristics – U.S.

This section is based on salary data for participants from the U.S. using compensation reported as of March 1, 2020. We use this baseline for the tables in the Appendices as it is part of the on-going series of reports. While 18 percent of study participants reported a decline in salary by year-end, another 15 percent reported an increase. For long-term comparative purposes, these two roughly balance out.

All salary calculations are based on individuals who reported working 75 percent of the time or more (equal to 30 hours a week or more) and who were not self-employed consultants. The key points are:

- The mean (average) salary for all participants was \$88,421. This is an increase of 4 percent compared with 2019, which is a statistically significant difference.
- The median (middle value) salary was \$75,000. This is 1.4 percent higher than the median for 2019.
- The top 25 percent of participants earned more than \$105,000 (the 75th percentile).
- The bottom 25 percent earned \$56,000 or less, compared with a U.S. median household income of \$68,703 for 2019.

Several Factors Affect Compensation

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.

This report focuses on differences in compensation in 2020 by individual characteristics. Rather than looking at interactions here, as was done in 2019, each factor is considered independently here—gender, race or ethnic heritage, education, experience, certification, and potential negative impacts—and each plays a more or less important role on its own. Additional factors related to institutional traits such as overall budget, location, and subsector (mission type) appear in [SECTION 4](#).

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

The average salary of male fundraisers in this study was \$103,175. Women were paid an average of \$85,967, or 20 percent less than men. People who selected one of the other options for gender identity averaged a salary of \$110,217, which is higher than for both men and women. The sample size for this group is 23, so this finding should be quoted with caution.

Table 17: Men have higher average compensation before considering hours worked, education, experience, or institution budget

Gender	Mean	Median	N
Women	\$85,967	\$75,000	1,562
Men	\$103,175	\$90,000	348
Other	\$110,217	\$90,000	23

Ethnic Heritage or Race Associated With Lower Compensation – 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 salary difference reported was 10 percent less for Hispanic, Asian, or Black, Indigenous, and People of Color (BIPOC). In 2019, with a slightly higher percentage of responses from BIPOC, Asian, and Hispanic individuals, earnings were the same as for people who marked “white only.”

Table 18: 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	Median	N
Hispanic, BIPOC, Asian, Person of Color *	\$81,811	\$72,500	275
Only white/Caucasian/European, and non-Hispanic	\$90,379	\$78,000	1,618

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

Education and Compensation – U.S.

Education level and hours worked per week are both highly correlated with earnings. For full-time employees, there is a near-linear progression based on education, with each increment in additional schooling related to an increase in average compensation, with the exception of high school, where the average salary is \$10,000 to \$12,000 above the average for someone with an associate degree. This seems to be connected to years of experience.

Table 19: Compensation for part-time and full-time fundraising professionals by education level – U.S.

Highest Education	Worked <30 Hrs/Week n=427		Worked 30+ Hrs/Week n=1,588	
	Average	n=	Average	n=
High school	\$63,018	11	\$75,107	45
Associate degree	\$50,769	16	\$64,374	41
Bachelor's degree	\$77,542	186	\$85,211	935
Master's degree	\$82,027	186	\$94,268	822
Doctorate	\$100,730	17	\$101,995	35
Other advanced degree (JD, MD, DO, etc.)	\$105,000	4	\$119,492	42
Professional or technical certification*	\$96,745	7	\$77,025	12

* Examples offered in the survey included paralegal, master teacher, apprentice, or journeyman in a trade. Excludes self-employed consultants. Averages for fewer than 30 participants should be used with caution.

Years of Experience and Compensation – U.S.

Years as a professional fundraiser are strongly correlated with compensation, more strongly than longevity at this or other jobs or number of employers. The results using data collected in early 2020 are exactly the same as those collected in early 2019, which were nearly exactly the same as those from 2018. This indicates a very consistent relationship between experience (years in fundraising) and compensation.

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

Correlation coefficients with income	Years in fundraising	Age now	Longest period at same employer	Years at current employer	Number of employers
Pearson R*	0.44	0.30	0.29	0.20	0.22
Strength of Correlation	Moderate - Large	Moderate	Small - Moderate	Small	Small

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

Credentials and Compensation – U.S.

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 seven and 15 percent higher than their peers without this certification who had a comparable number of years of fundraising experience.

Table 21: CFRE holders earn more, on average, than peers with similar levels of experience

Years of Experience	Hold CFRE (n=555)			No CFRE (n=1,350)		
	Average	Median	n=	Average	Median	n=
5 to 6	\$86,822	\$75,000	23	\$65,039	\$60,000	224
7 to 8	\$88,040	\$77,250	42	\$71,031	\$65,000	186
9 to 10	\$88,397	\$80,000	42	\$80,177	\$75,000	159
11 or more	\$116,320	\$105,000	448	\$100,607	\$88,000	781

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 22: Certification is associated with higher income

Certification	Average	Median	n=	% Different than None
ACFRE	\$129,214	\$120,000	14	47%
CFRE	\$110,845	\$100,000	555	26%
University-based certification	\$94,874	\$83,650	298	8%
Other	\$95,499	\$88,000	195	9%
None and 5+ years as professional fundraiser	\$87,993	\$76,000	971	–

Excludes those not responding to the certification question.

Career Gaps That Might Have a Negative Impact on Compensation – U.S.

Years of experience are strongly associated with compensation levels. People have gaps in experience for a variety of reasons. We asked about several that are relatively common including questions related to layoff, furlough, or accepting a lower wage in order to remain employed.

All of these percentages are based on the number of people who responded to this question (2,502 in total, including those who checked “none of the above”). Of those, 26 percent indicated at least one life event might lower their future compensation. When combining values for related reasons:

- Ten percent thought it is possible they will see (or have already seen) a pay cut because they took time off in the past two years to care for family (including raising children) or themselves.
- Six percent anticipated a potential negative impact due to taking time in the past two years to pursue their own education or because of career choices (relocation, taking time between jobs).
- 17 percent anticipated lower pay due to the complexities of 2020, such as layoff, furlough, or staying employed but at lower pay (which is consistent with the 18 percent who reported lower pay at the end of 2020 than they had as of March 1, 2020).

The results are reported by gender, as they have been in the past, and none of the observed differences are statistically significant at these sample sizes.

Table 23: Potential negative earnings effects – U.S.

Years of Experience	Total (n=657)		Men (n=111)		Women (n=494)		Gender not reported, non-binary, self-identify (n=52)	
	n=	%	n=	%	n=	%	n=	%
Raise children	114	17.4%	13	11.7%	91	18.4%	10	19.2%
Care for family members	94	14.3%	13	11.7%	74	15.0%	7	13.5%
Care for my own health	110	16.7%	20	18.0%	83	16.8%	7	13.5%
Pursue education	23	3.5%	3	2.7%	18	3.6%	2	3.8%
Relocate to another city	59	9.0%	10	9.0%	43	8.7%	6	11.5%
Resign before being offered a new job	80	12.2%	15	13.5%	58	11.7%	7	13.5%
Layoff prior to 2020	58	8.8%	12	10.8%	41	8.3%	5	9.6%
Layoff in 2020	65	9.9%	15	13.5%	42	8.5%	8	15.4%
Furlough (unpaid days) in 2020	131	19.9%	25	22.5%	97	19.6%	9	17.3%
Accepted a lower wage/salary in order to remain employed	250	38.1%	38	34.2%	191	38.7%	21	40.4%

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

Section 4.c: Compensation Based on Fundraisers’ Characteristics – Canada

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

- The mean (average) salary for all participants was \$90,511.
- The median (middle value) salary was \$78,000 in Canada.
- The top 25 percent of participant fundraisers earn more than \$109,500 (75th percentile).
- The bottom 25 percent earn \$60,000 or less in Canada, compared with the 2018 national family median of \$87,930.

TABLE 51 in **APPENDIX 5** provides the salary data (in Canadian dollars) for Canadian participants by position.

Men Average Higher Salaries – Canada

On the surface, there is a difference in the compensation of men and women. The average salary of Canadian male fundraisers in this study is \$114,770. Women are paid an average of \$85,894, or 34 percent less, on average, than men.

Table 24: Men have higher average compensation before considering hours worked, education, and experience – Canada

Gender	Mean	Median	n=
Female	\$85,894	\$75,000	270
Male	\$114,770	\$93,000	56
Other	\$78,167	\$67,000	3

Excludes non-responses.

Ethnic Heritage or Race Associated With 5 Percent Less in Compensation – Canada

In Canada, 22.5 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, for these participants, there is 5 percent gap in compensation. Demographic data about survey participants in Canada appears in **APPENDIX 2, TABLE 37**.

Table 25: Average compensation by race or ethnic heritage – Canada

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

Race/Ethnicity Category	Mean	Median	n=
Visible Minority*	\$87,521	\$76,500	50
Only white/Caucasian/European, and non-Hispanic	\$91,520	\$77,000	230
Other	\$78,167	\$67,000	3

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

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 26: Education, compensation, and hours worked – Canada

Highest Education	Worked <30 Hrs/Week		Worked 30+ Hrs/Week	
	Average	n=	Average	n=
High school	\$69,667	3	\$78,172	14
Two-year Diploma/some university	\$71,233	11	\$82,510	48
Bachelor's Degree/1e cycle	\$89,745	34	\$88,154	158
Master's Degree/2e cycle	\$100,620	15	\$115,330	59
Doctorate/3e cycle	N/D	0	\$88,000	3
Post-graduate study: specialization	\$72,500	6	\$66,337	25
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$151,091	4	\$111,245	11
Professional or technical certification	\$86,750	4	\$80,927	10

Excludes self-employed consultants. 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 2021 are similar to those collected in early 2020, based on the comparative strength of the correlations of the different factors.

Table 27: Fundraising experience correlates with age and employment tenure – Canada

Correlation coefficients with income	Years in fundraising	Age now	Longest period at same employer	Years at current employer	Number of employers
Pearson R*	0.48	0.34	0.35	0.25	0.21
Strength of Correlation	Moderate - Large	Moderate	Moderate	Small - Moderate	Small - Moderate

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

Credentials and Compensation – Canada

CFRE is the most widely held fundraising certification among the Canadian AFP members participating in this study. Thirty-five percent of the individuals answering the question about certification held a CFRE. The number of responses is too few for valid comparison until 11 or more years of experience. For that row, those with a CFRE averaged 13 percent more compensation than those without.

Table 28: With more years of experience, CFRE holders earn more on average than peers without CFRE

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

Years of Experience	Hold CFRE			No CFRE		
	Average	Median	n=	Average	Median	n=
5 to 6	\$60,688	\$56,875	4	\$69,501	\$63,000	34
7 to 8	\$80,038	\$78,000	13	\$90,510	\$75,000	27
9 to 10	\$74,140	\$75,000	7	\$79,962	\$72,185	21
11 or more	\$115,379	\$100,000	102	\$101,954	\$87,250	122

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

Career Gaps That Might Have a Negative Impact on Compensation – Canada

People have gaps in experience for a variety of reasons. We asked about several that are relatively common including questions about layoff or furlough during the year, plus accepting a lower salary in order to remain employed.

None of the results by gender are statistically significant at these sample sizes.

Table 29: Potential negative earnings effects – Canada

n = 114

Years of Experience	Total (n=657)		Men (n=111)		Women (n=494)		Gender not reported, non-binary, self-identify (n=52)	
	n=	%	n=	%	n=	%	n=	%
Raise children	23	20.2%	1	5.3%	22	23.7%	0	
Care for family members	11	9.6%	2	10.5%	8	8.6%	1	50.0%
Care for my own health	30	26.3%	3	15.8%	26	28.0%	1	50.0%
Pursue education	7	6.1%	3	15.8%	4	4.3%	0	
Relocate to another city	14	12.3%	2	10.5%	11	11.8%	1	50.0%
Resign before being offered a new job	9	7.9%	1	5.3%	8	8.6%	0	
Layoff prior to 2020	10	8.8%	4	21.1%	6	6.5%	0	
Layoff in 2020	17	14.9%	5	26.3%	12	12.9%	0	
Furlough (unpaid days) in 2020	11	9.6%	3	15.8%	8	8.6%	0	
Accepted a lower wage/salary in order to remain employed	20	17.5%	10	52.6%	10	10.8%	0	

Where n is less than 30, use results with caution.

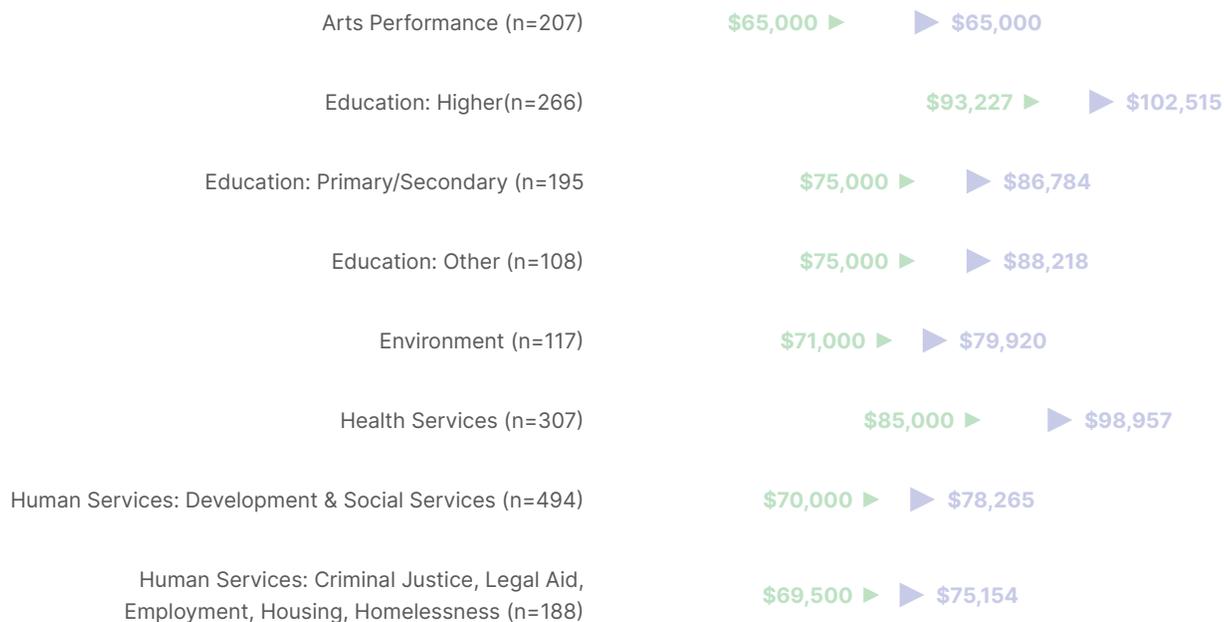
Section 4.d: Compensation Varies by Organizational Traits

Compensation for Fundraising Within Different Subsectors Varies – U.S.

Within the U.S. the median for all study participants is \$75,000 and the average is \$88,421. Yet some sectors have higher averages and medians, and others are lower. For example, Arts, Environment, and Human Services and are all lower than the overall mean and median, as shown below in **FIGURE 18** for selected subsectors. For data about all subsectors, see **TABLE 45** in **APPENDIX 4**.

Figure 18: Compensation by selected subsector where n > 100 – U.S.

Median = smaller green arrows; Mean = larger blue arrows.



Compensation for Fundraising Within Different Subsectors Varies – Canada

In Canada, education salaries, on average, are above the national median and mean; human services salaries are lower. The overall median was \$78,000 and the average was \$90,511. Subsectors with 30 or more respondents from Canada are shown in and data for all subsectors are in **TABLE 52** in **APPENDIX 5**.

Figure 19: Compensation by selected subsector where n > 30 – Canada

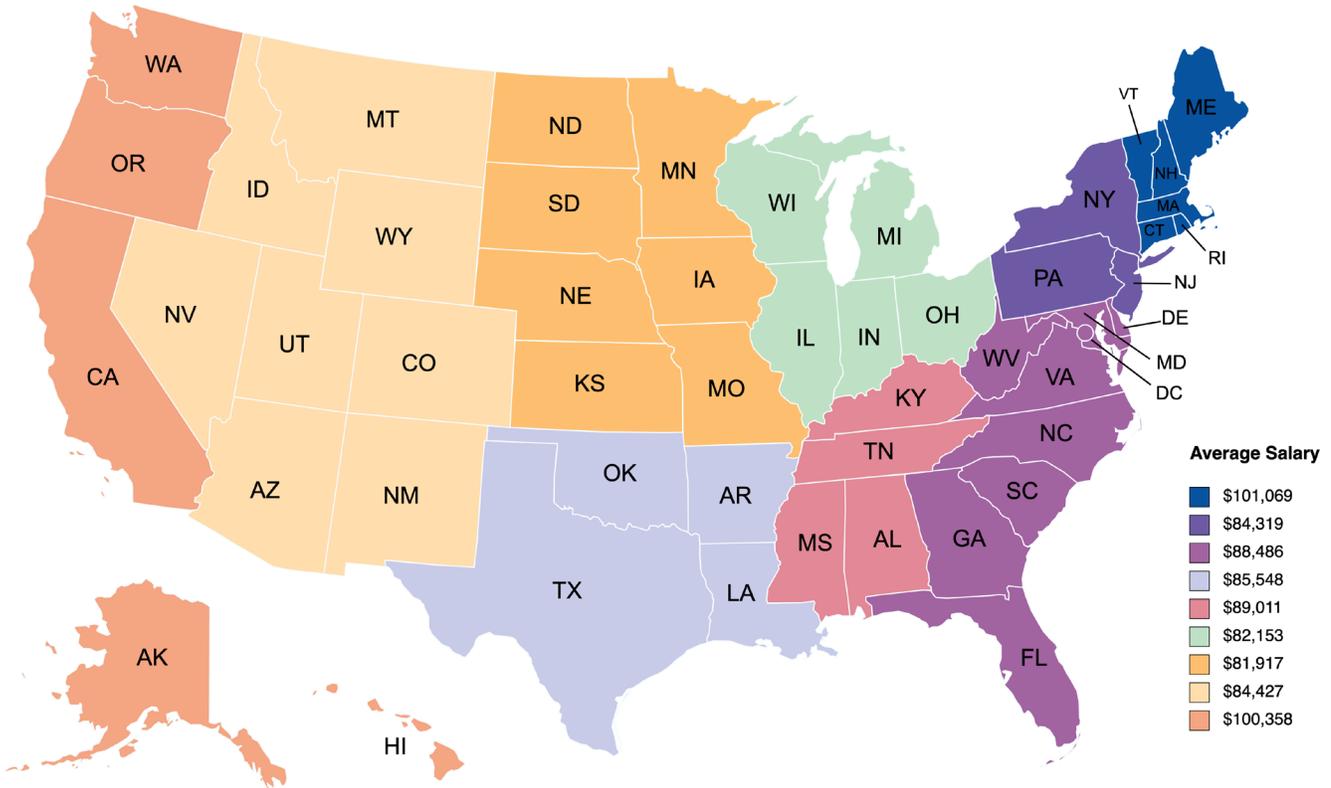
Median = smaller green arrows; Mean = larger blue arrows



Regional Differences – U.S.

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

Figure 20: Average salaries by U.S. Census regions



Created with MapChart.net.

Table 30: Regional salary averages and medians, 2020, pre-COVID-19 – U.S.

Excludes those who did not select a state, represented “other” region, or did not report salary.

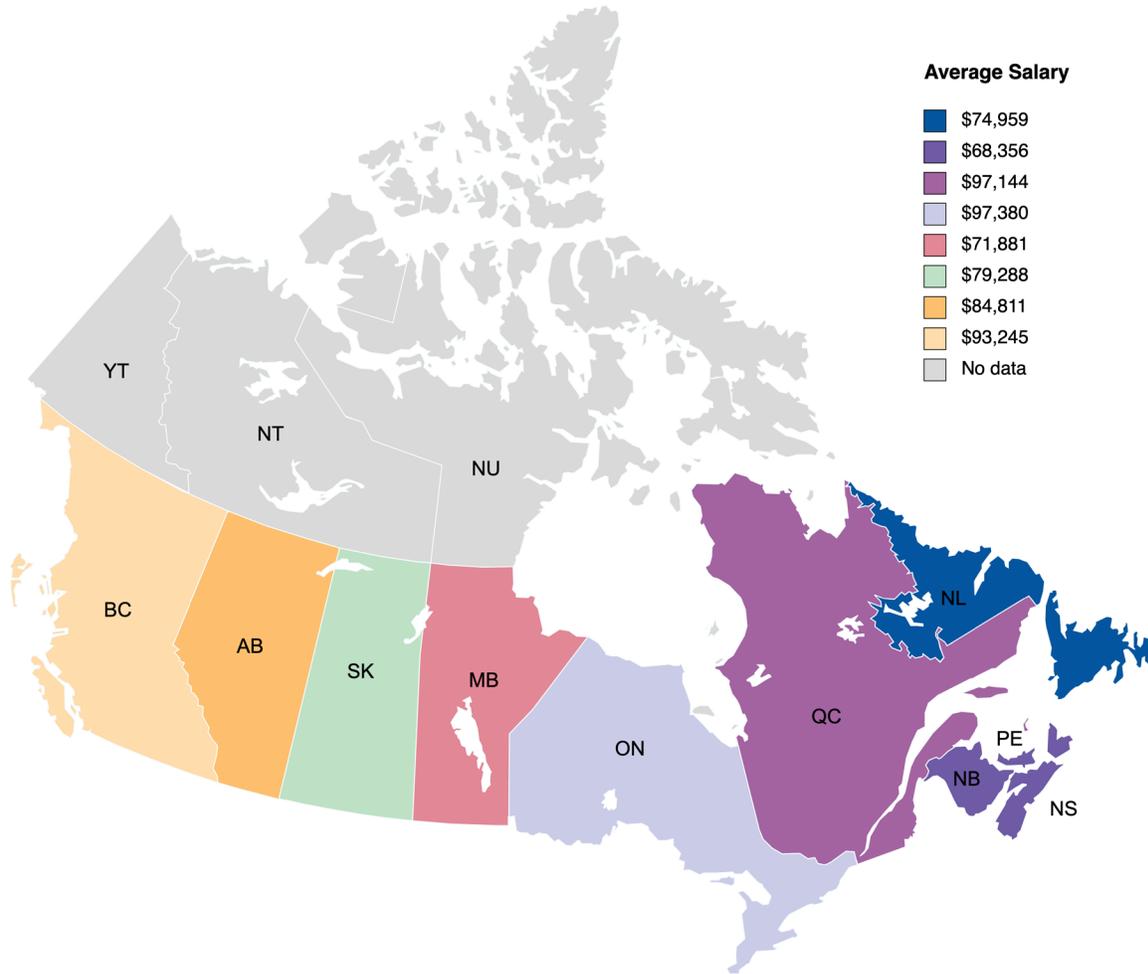
Census Region	n=	Mean	Median
 Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	149	\$101,069	\$83,000
 Mid-Atlantic (New Jersey, New York, Pennsylvania)	286	\$84,319	\$75,000
 South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	487	\$88,486	\$75,000
 East South Central (Alabama, Kentucky, Mississippi, Tennessee)	107	\$89,011	\$70,000
 Southwest (Arkansas, Louisiana, Oklahoma, Texas)	286	\$85,548	\$75,925
 East North Central (Illinois, Indiana, Michigan, Ohio, Wisconsin)	465	\$82,153	\$70,000
 West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	221	\$81,917	\$73,000
 Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming)	139	\$84,427	\$73,000
 Pacific (Alaska, California, Hawaii, Oregon, Washington)	342	\$100,358	\$91,232
n.s. Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	2	\$45,850	\$45,850

n.s. = Not shown on map.

Provincial Differences – Canada

Compensation for fundraisers was lowest in the Atlantic provinces and highest in Ontario and Quebec, followed by British Columbia. This is consistent with prior years of this survey.

Figure 21: Average Salary by province in Canada.



Created with MapChart.net

Table 31: Regional salary averages and medians, pre-COVID-19 – Canada

Province/Region of Canada	n=	Mean	Median
Prince Edward Island, New Brunswick, Nova Scotia	21	\$68,356	\$60,000
Newfoundland and Labrador	11	\$74,059	\$75,000
Quebec	32	\$97,144	\$87,500
Ontario	192	\$97,380	\$81,000
Manitoba	26	\$71,880	\$61,250
Saskatchewan	19	\$79,288	\$72,000
Alberta	56	\$84,811	\$81,000
British Columbia	65	\$93,245	\$78,000
Yukon, Northwest Territories, Nunavut	0	n/d	n/d

Provinces/Regions with fewer than 30 response should be used with caution. n/d = No data.

Geographic Scope of the Organization – U.S.

Nearly six in 10 (56 percent) of U.S. fundraisers work in organizations that focused their programming locally and more than a third (35 percent) work at a state or regional level.

The average salary for organizations working at the local/community level in the U.S. is 8.3 percent less than the mean for the entire country. The median is 3.9 percent lower than the national median. Organizations serving national and international constituencies had the highest average and median salaries pre-COVID-19.

Table 32: Salaries by geographic scope of the organization, pre-COVID-19 – U.S.

Respondents could select all that applied. Sum of responses by organization will be more than n for All.

Geographical scope of organization	n =	Mean	Median	Difference from All	
All	2,487	\$88,421	\$75,000	Mean	Median
International	259	\$103,773	\$87,382	17.4%	16.5%
National	356	\$103,242	\$89,500	16.8%	19.3%
Selected States	129	\$93,095	\$85,000	5.3%	13.3%
State and/or Regional	647	\$90,395	\$76,000	2.2%	1.3%
Local or Multiple Communities	1,405	\$81,043	\$72,086	-8.3%	-3.9%

Geographic Scope of the Organization – Canada

In Canada, organizations with a national constituency have the highest average salary and the highest median.

Table 33: Salaries by geographic scope of the organization, pre-COVID-19 – Canada

Respondents could select all that applied. Sum of responses by organization will be more than n for All.

Geographical scope of organization	n =	Mean	Median	Difference from All	
All	423	\$90,511	\$78,000	Mean	Median
International	51	\$98,331	\$77,000	8.6%	-1.3%
National	100	\$102,932	\$86,500	13.7%	10.9%
Selected States/Provinces	33	\$89,819	\$77,000	-0.8%	-1.3%
State/Provincial and/or Regional	102	\$82,974	\$74,000	-8.3%	-5.1%
Local or Multiple Communities	201	\$83,710	\$73,000	-7.5%	-6.4%

Additional data are in [TABLE 47, APPENDIX 4](#) for the U.S. and in [TABLE 54, APPENDIX 5](#) for Canada.

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). When calculating using a growth rate formula, between the lowest average and the highest is a growth rate of 9 percent. That is, on average, the change from one size category to another is a 9 percent increase.

Figure 22: Very strong relationship between the organization’s overall budget and average fundraising professional compensation – U.S.



There are at least 40 responses in every size group, and 100 or more in all but \$50 million to \$74.99 million and \$75 million to \$99.99 million.

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.

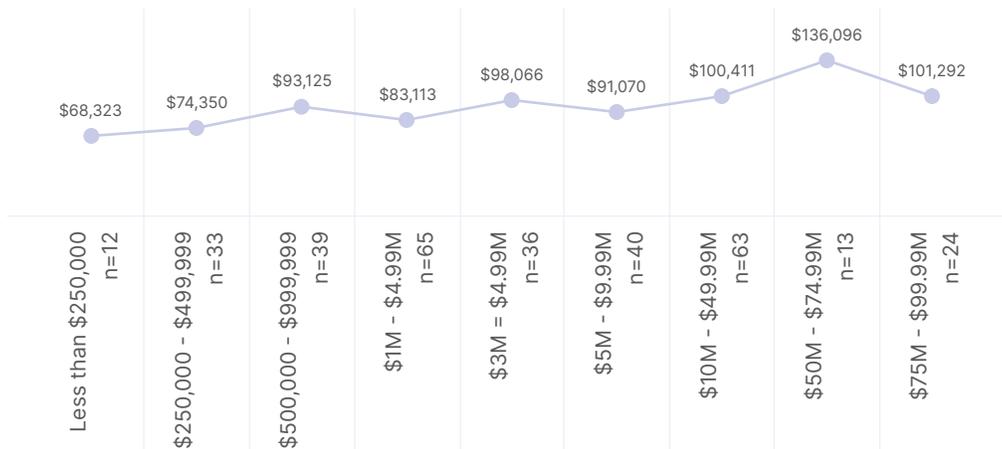
Amount Raised and Compensation – U.S.

Survey results for average and median compensation by range of amount raised appear in **APPENDIX 4, TABLE 50**. While the ranges are not equally sized, there is an increase of 8 percent, on average, when the amount raised increases to a new grouping (e.g., from the group of \$1 million to \$2.99 million in philanthropic contributions to the group for \$3 million to \$4.99 million).

Institutional Budget (Size) and Compensation – Canada

Salaries for fundraising professionals in Canada often, but not always, increased with budget category in this survey. The highest rate of compensation was for organizations with operating budgets between \$50 million and \$74.99 million. The average change in compensation is 9 percent with each increase in budget, when averaged across all budget ranges. The “bumpy” results for Canada likely reflect the low number of responses in some categories.

Table 34: Relationship between the organization’s overall budget and average fundraising professional compensation – Canada



Data for compensation by organizational expenditures in Canada appear in **APPENDIX 5, TABLE 56**.

Amount Raised and Compensation – Canada

Survey results for average and median compensation by range of amount raised appear in **APPENDIX 5, TABLE 57**. While the ranges are not equally sized, there is an increase of 6 percent, on average, when the amount raised increases to a new grouping (e.g., from the group of \$1 million to \$2.99 million in philanthropic contributions to the group for \$3 million to \$4.99 million).

Section 5: Benefits

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

Section 5.a: Medical/Health Benefits – U.S.

TABLE 58 in **APPENDIX 6** provides data about the medical/health benefits data for the participants from the U.S. To be consistent with prior years, the percentages are based on the total number of responses to the survey, even those who did not answer the health benefits section.

- 90 percent of those answering this question indicated that their organization provides some health benefits.
- Ten percent of U.S. participants reported NO health-related benefit, not even a Medical Savings Account. In the 2020 wave of this study, reporting on 2019 benefits, 5 percent reported no health-related benefit.

Other forms of health expense coverage from employers included:

- 79 percent receive dental coverage.
- 71 percent have vision insurance.
- 58 percent have some coverage for prescriptions.
- Medical Savings Accounts (MSA)/Health Savings Accounts (HSA) are offered at 58 percent of employers.

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.

Flexible benefit accounts were offered to 45 percent of respondents from the U.S., either for dependent care, healthcare, or both.

Finding benefits by position

To examine survey results about health benefits for a particular position, e.g., what percentage of U.S. CEOs receive dental insurance benefits, go to **TABLE 58** in **APPENDIX 6**. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top. When you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in drawing conclusions about the benefits received by ALL CEOs (or other positions) based on the available data.

Note that the data in this appendix, consistent with all other appendices, are based on the total number of study participants from the U.S. Percentages will not match the figures in this section, which are based on participants who answered the specific question.

Section 5.b: Medical/Health Benefits – Canada

APPENDIX 7 provides the medical/health benefits data for 506 Canadian participants and indicates the following:

- 93 percent of 514 Canadian participants reported some form of health insurance coverage.
- Seven 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 89 percent.
- 74 percent have vision insurance.
- 87 percent are offered dental insurance.

In addition, flexible benefit accounts were offered to 37 percent of Canadian respondents, either for dependent care, healthcare, or both.

Section 5.c: Retirement Benefits – U.S.

Among more than 2,400 U.S. participants who answered this section:

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

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

TABLE 59 provides the retirement benefits detail by position for U.S. participants.

Table 35: Retirement plans offered, pre-COVID-19 – U.S.

Type of Plan*	Percentage Offered**
401(k)	40%
403(b)	39%
Other defined contribution plan	8%
Other defined benefit plan	7%
IRA (Individual Retirement Account)	7%
Profit-sharing plan	1%
Thrift/savings plan	1%
My organization doesn't offer retirement benefits.	16%

*See Appendix 1 for definitions.

** Excludes non-response. Does include "I don't know" which was less than 1% of total.

If you want to examine retirement benefits by position, e.g., what percentage of U.S. CEOs receive retirement benefits through a 401(k) plan, go to [APPENDIX 6, TABLE 59](#) and find the columns labeled CEOs. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top.

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

Section 5.d: Retirement Benefits – Canada

TABLE 62 in [APPENDIX 7](#) provides the retirement benefits data by position for 512 Canadian participants who answered this section and indicates the following:

- 52 percent of participants said their employer offers either a defined benefit or a defined contribution retirement plan. This is a significant drop from the 72 percent who reported availability of a pension plan in 2019.
- 34 percent reported their employer offers a defined benefit pension plan. This is a significant decline from 49 percent reported for 2019.
- 18 percent reported their employer offers a defined contribution plan (DCP). This is up, with statistical significance, from 14 percent reported for 2019.
- 34 percent of Canadian participants reported a Group Registered Retirement Savings Plan (RRSP) is offered. This is a seven-point gain over 2019, which is statistically significant.

This year's survey did not ask about employer contributions to retirement 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 36: Retirement plans offered, pre-COVID-19 – Canada

Answered retirement questions, n = 436.

Type of Plan*	Percentage Offered
Defined Benefit Pension Plan	32%
Defined Contribution Plan	14%
Group Registered Retirement Savings Plan (RRSP)	32%
Profit-sharing plan	0.5%
Don't know	3%
My organization does not offer retirement benefits.	23%

*See Appendix 1 for definitions.

Excludes non-responses.

If you want to examine retirement benefits by position, e.g., what percentage of Canadian CEOs receive defined benefit pension plans, go to [APPENDIX 6, TABLE 62](#) and find the columns labeled CEOs. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top. The same analysis can be used for each of the position-based tables

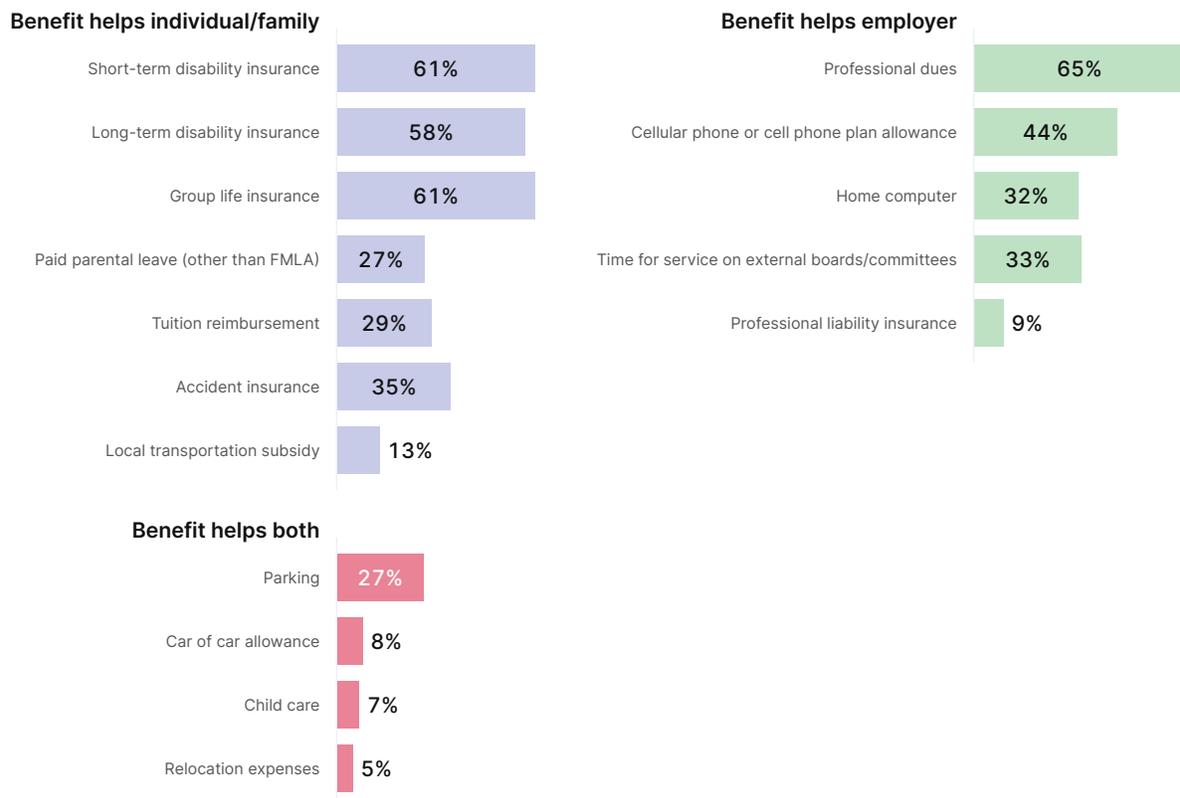
that follow. However, when you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in extrapolating from the data.

Note that the data in this appendix, consistent with all other appendices, are based on the total number of study participants from the U.S. Percentages will not match the figure above, which is based on participants who answered this question.

Section 5.e: Other Benefits – U.S.

TABLE 63 provides the Other Benefits data by position for 2,400 study participants who answered this question (73 percent of U.S. participants). Seven in 10 employers offer group life or disability insurance. Payment of professional dues is most common, reported by 84 percent. No other benefit was offered by more than half of employers. **FIGURE 23** summarizes the overall percentages.

Figure 23: Other benefits organized by those that benefit the family or individual and those that have a clear connection to work and being available for work



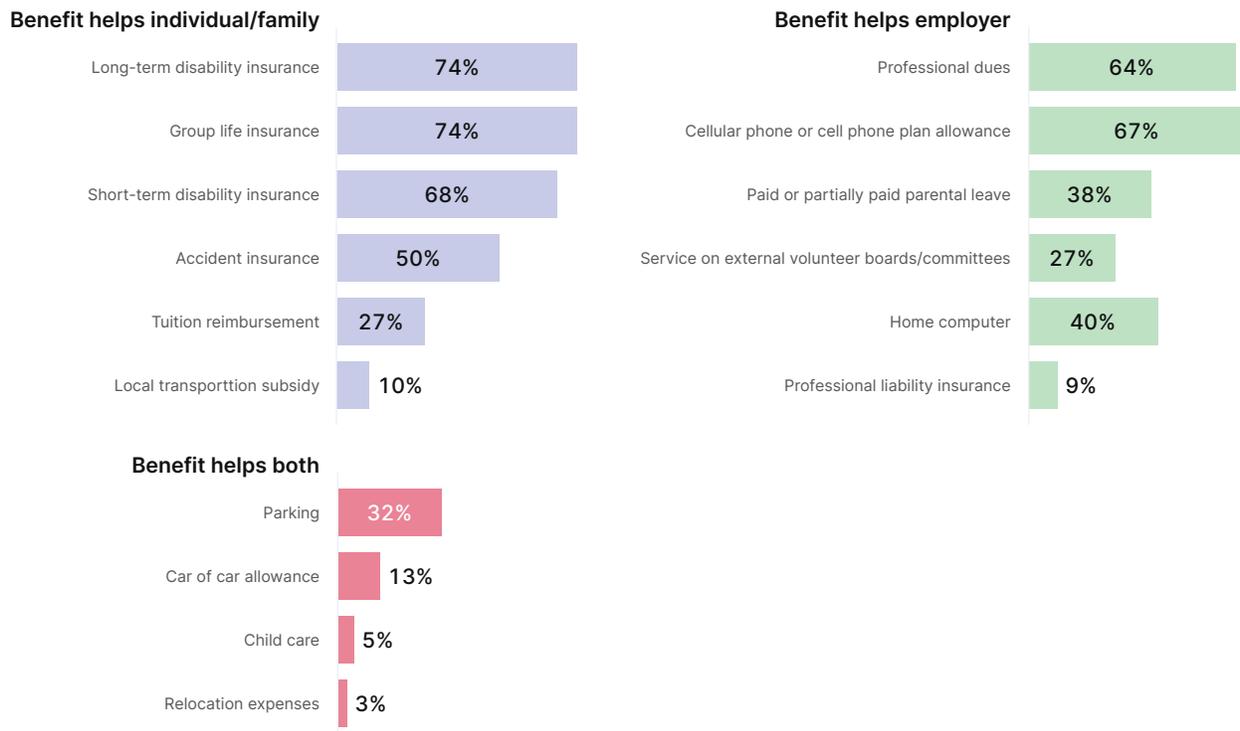
If you want to examine benefits by position, e.g., what percentage of U.S. CEOs receive group life insurance, go to the **APPENDIX 6, TABLE 63**. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top. The same analysis can be used for each of the position-based tables that follow. However, when you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in extrapolating from the data.

Note that the data in this appendix, consistent with all other appendices, are based on the total number of study participants from the U.S. Percentages will not match the figure above, which is based on participants who answered this question.

Section 5.f: Other Benefits – Canada

FIGURE 24 below shows overall frequencies of other benefits for Canadian participants. More detail by position can be found in **TABLE 63** in **APPENDIX 7**. Professional dues, cell phone plans, and insurance offers are the most common.

Figure 24: Other benefits organized by those that benefit the family or individual and those that have a clear connection to work and being available for work



If you want to examine benefits by position, e.g., what percentage of Canadian CEOs receive group life insurance, go to **APPENDIX 7, TABLE 63**. The percentages shown are those receiving the benefit. Benefits are listed at left and positions across the top. The same analysis can be used for each of the position-based tables that follow. However, when you do your analyses, pay particular attention to the total number of participants represented in a category. The smaller the number of participants, the more careful you must be in extrapolating from the data.

Note that the data in this appendix, consistent with all other appendices, are based on the total number of study participants from the U.S. Percentages will not match the figure above, which is based on participants who answered this question.

Appendix 1: Definition of Retirement Benefits Terminology

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 \$10,500 of elective deferrals may be made under a 403(b) program in any tax year.
- H. Money purchase pension plan:** plan in which contributions by the employer are fixed and are not based on business profits.
- I. 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 IRS rules.

Appendix 2: Information About Participants

Table 37: Demographics of Study Participants

Gender	US (n=2,392)		Canada (n=422)	
	%	n	%	n
Male	18%	430	18%	77
Female	81%	1,933	81%	341
Another selection (transgender, gender non-conforming, nonbinary, intersex, prefer to self-identify, prefer not to answer)	1%	29	1%	4

Current Age	US (n=2,386)		Canada (n=419)	
	%	n	%	n
Under Age 25	1%	30	1%	6
25-34 years old	19%	460	20%	82
35-44 years old	24%	570	25%	104
45-54 years old	26%	609	28%	117
55-64 years old	25%	588	23%	97
65 or more years old	5%	129	3%	13

Race/Ethnic Background (respondents selecting multiple categories are included in the Multiracial/Multiethnic category)	US (n=2,370)	
	%	n
African American/Black, Not Hispanic	4%	89
White/White European/Not Hispanic	85%	2,013
Asian/Pacific Islander (includes Cambodian, Chinese, Filipino, Hawai'ian, Japanese, Korean, Pacific Islander, Samoan, SE Asian, West Asian, which were all distinct options, in addition to Asian)	1%	35
American Indian/Native American/Alaskan Native	0%	1
Hispanic/Latinx	4%	104
Indian sub-continent, Middle East, or North Africa (combined responses)	1%	15
Jewish	0%	3
Multiracial/Multiethnic	4%	84
Prefer to self-describe	1%	26

Race/Ethnic Background (respondents selecting multiple categories are included in the Multiracial/Multiethnic category)	Canada (n=405)	
	%	n
Black/African Canadian	2%	6
White/White European/Not Hispanic	77%	292
Asian (includes Cambodian, Chinese, Filipino, Japanese, Korean, SE Asian, West Asian, which were all distinct options, in addition to Asian)	3%	11
Hispanic/Latinx	1%	3
Aboriginal (Indian band, First Nation, Indigenous people)	1%	4
Indian sub-continent, Middle East, or North Africa (combined responses)	2%	9
Jewish	2%	7
Multiracial/Multiethnic	7%	26
Prefer to self-describe	5%	19

Table 38: Fundraising Role(s) of Study Participants

Fundraising Role(s) of Study Participants	US (n=2,596)		Canada (n=453)	
	%	n	%	n
Agency CEO or Executive Director	15%	387	17%	79
Dean or Unit Head	0%	12	0%	2
Chief Operating Officer	1%	21	1%	5
Chief Development Officer	40%	1,040	22%	98
Associate Vice Chancellor, Deputy Director, Associate Director/ Assistant or Associate Vice President or equivalent	5%	127	4%	19
Program Director/Manager	11%	277	18%	83
Fundraising Officer	14%	370	23%	102
Grants Manager	2%	59	1%	5
Other Fundraising Staff Position	6%	154	7%	30
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	3%	66	2%	11
Consultant - Staff member at full-service firm but not principal or senior level	0%	9	1%	6
Consultant - Specialized, independent or small-shop consultancy	2%	56	2%	7
Moved to employment in a field other than fundraising	0%	1	0%	1
Retired	0%	1	0%	0
None of the Above	1%	16	1%	5

For your fundraising work in your current job, how many people do you manage?	US (n=2,595)		Canada (n=452)	
	%	n	%	n
None	42%	1,082	43%	195
1-2	33%	846	28%	126
3 or more	26%	667	29%	131

Table 39: Fundraising Careers of Participants

For how many years have you been with your current employer?	US (n=2,408)		Canada (n=424)	
	n	%	n	%
1 year or less	447	18.6%	88	20.8%
2 years	454	18.9%	68	16.0%
3 years	363	15.1%	62	14.6%
4 years	209	8.7%	34	8.0%
5-6 years	321	13.3%	54	12.7%
7-9 years	229	9.5%	55	13.0%
10-14 years	207	8.6%	41	9.7%
15 or more years	178	7.4%	22	5.2%
Mean	5.4		5.1	
Median	3		3	

What is the longest period of time you have been employed in the same fundraising position with the same organization?	US (n=2,404)		Canada (n=422)	
	n	%	n	%
1-2 years	381	15.8%	82	19.4%
3 years	348	14.5%	46	10.9%
4 years	256	10.6%	41	9.7%
5 years	292	12.1%	63	14.9%
6-7 years	349	14.5%	78	18.5%
8-9 years	276	11.5%	41	9.7%
10-14 years	323	13.4%	50	11.8%
15-19 years	102	4.2%	11	2.6%
20 or more years	77	3.2%	10	2.4%
Mean	6.7		3.5	
Median	3		3	

For how many employers have you worked as a fundraising professional?	US (n=2,399)		Canada (n=420)	
	n	%	n	%
0 employers	11	0.5%	1	0.2%
Only 1 employer	559	23.3%	96	22.9%
2 employers	509	21.2%	71	16.9%
3 employers	433	18.0%	86	20.5%
4 employers	298	12.4%	55	13.1%
5-6 employers	371	15.5%	61	14.5%
7-9 employers	159	6.6%	38	9.0%
10 or more employers	59	2.5%	12	2.9%
Mean	3.4		3.5	
Median	3		3	

What was your age in whole years when you entered fundraising?	US (n=2,398)		Canada (n=421)	
	n	%	n	%
Under Age 25	633	26.4%	111	26.4%
25-29 years old	611	25.5%	124	29.5%
30-39 years old	610	25.4%	99	23.5%
40-49 years old	374	15.6%	68	16.2%
50 or more years old	170	7.1%	19	4.5%
Mean	32.1		31.1	
Median	29		28	

For how many years have you been employed as a fundraising professional?	US (n=2,408)		Canada (n=422)	
	n	%	n	%
<4 Years	382	15.9%	54	12.8%
4-6 Years	346	14.4%	66	15.6%
7-9 Years	292	12.1%	54	12.8%
10-14 years	394	16.4%	65	15.4%
15-19 Years	314	13.0%	69	16.4%
20-24 Years	302	12.5%	51	12.1%
25-29 Years	186	7.7%	34	8.1%
30+ Years	192	8.0%	29	6.9%
Mean	13.4		13.4	
Median	11		12	

In the past 12 months, select any of the following that you have done: (Respondents could select more than one)	US (n=2,401)		Canada (n=423)	
	n	%	n	%
Looked for a promotion within your current organization	546	22.7%	132	31.2%
Looked for a job with another employer	1,015	42.3%	199	47.0%
Made plans to become self-employed	187	7.8%	33	7.8%
Made efforts to leave consulting and seek employment at an organization	47	2.0%	11	2.6%
Planned for my retirement within two years	170	7.1%	30	7.1%
None of the above	1,042	43.4%	167	39.5%

Please indicate why you thought about changing your employment in the past year. (Respondents could select more than one)	US (n=1,369)		Canada (n=254)	
	n	%	n	%
Because my position was or will be terminated	85	6.2%	18	7.1%
To earn a higher salary	790	57.7%	160	63.0%
As a career move, seeking a path to advancement, more challenge, more responsibility, or more opportunity to learn	825	60.3%	172	67.7%
Because of a lack of support for fundraising or a lack of recognition for what fundraising professionals do	414	30.2%	75	29.5%
Because work expectations are unrealistic	351	25.6%	61	24.0%
Because of a frustrating or negative work environment, toxic culture, or conflicts with co-workers or management	535	39.1%	93	36.6%
Because of micro-aggressions, aggressions or hostilities based on my age, gender, race, disability, or other characteristic	153	11.2%	22	8.7%
To get more time to spend on personal/family activities	189	13.8%	35	13.8%
Because my values and the organization's values are not the same	154	11.2%	28	11.0%
To move closer to family members	87	6.4%	23	9.1%
Because my salary was negatively affected by my gender, race or ethnic identity, age, or other bias	64	4.7%	7	2.8%
Because I plan to retire	113	8.3%	17	6.7%
To obtain health, retirement, or leave benefits more suited to my (or my family's) needs.	133	9.7%	19	7.5%
None of the above	95	6.9%	15	5.9%

Table 40: Career Trajectory

Highest Level of Education	US (n=2,394)		Canada (n=421)	
	n	%	n	%
High School	56	2.3%	17	4.0%
Two-year Diploma/Associate Degree	59	2.5%	61	14.5%
Four-year College/Bachelor's Degree/1er cycle	1,134	47.4%	201	47.7%
Master's Degree/2e cycle	1,026	42.9%	77	18.3%
Doctorate/3e cycle	53	2.2%	3	0.7%
Post-graduate study/specialization	n/a	n/a	33	7.8%
Other Advanced Degree/Professional Degree (JD, MD, DO, etc.)	46	1.9%	15	3.6%
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	20	0.8%	14	3.3%

Professional Certification (Respondents could select more than one)	US (n=2,396)		Canada (n=416)	
	n	%	n	%
CFRE	570	24.1%	134	32.2%
ACFRE	15	0.6%	2	0.5%
University-based certification program in fundraising or nonprofit management	357	15.1%	67	16.1%
Other designation as fellow, certificate holder, or other	235	9.9%	69	16.6%
None of the above	1,374	58.0%	188	45.2%
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	20	0.8%	14	3.3%

Appendix 3: Organizations Where Fundraisers Work

Table 41: Organizations where professional fundraisers work

Organizational Type	US (n=3,015)		Canada (n=516)	
	n	%	n	%
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	88	2.9%	11	2.1%
Arts: Cultural or Heritage Focus	119	3.9%	22	4.3%
Arts: Performance, Exhibition, Creation (dance, drama, theatre, music, museum, historic preservation, arts center, etc.)	267	8.9%	30	5.8%
Arts: Public Broadcasting, Nonprofit Publishing	28	0.9%	2	0.4%
Association or Membership Foundation (trade, professional, or fraternal)	45	1.5%	2	0.4%
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	78	2.6%	6	1.2%
Community Development/Economic Development (includes affordable housing)	122	4.0%	25	4.8%
Consultant	6	0.2%	5	1.0%
Education: Higher Education (college, university, community college and/or affiliated foundation)	395	13.1%	85	16.5%
Education: Primary or Secondary Education (private, public and/or affiliated foundation)	252	8.4%	29	5.6%
Education: Pre-K (child care, early childhood education, referrals, parental advice)	75	2.5%	3	0.6%
Education: Other (public library foundation, literacy, vocational training, scholarships, Greek foundation)	137	4.5%	15	2.9%
Environment (wildlife, habitat, conservation, environmental education, etc.)	145	4.8%	20	3.9%
Fundraising & Allocations: Federated or Collective Fundraising (United Way, Jewish Federation etc.)	35	1.2%	8	1.6%
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	70	2.3%	19	3.7%
Government or Quasi-Governmental Agency	12	0.4%	0	0.0%
Health: National or Regional Health Agency (research or advocacy, disease or health-related problem)	109	3.6%	33	6.4%
Health Services (hospital, clinic, nursing home, specialized services)	397	13.2%	121	23.4%
Human Services: Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	599	19.9%	79	15.3%
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	235	7.8%	27	5.2%
Human Services: Multi-Service Center (the YMCA, a community center, neighborhood services, etc.)	117	3.9%	16	3.1%
International: Emergency Relief/Humanitarian Aid	19	0.6%	15	2.9%
International Development/Overseas Aid and Support (excluding emergency relief)	34	1.1%	19	3.7%
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	92	3.1%	13	2.5%
Scientific or Social Science Research or Other Educational Body (includes think tanks)	35	1.2%	8	1.6%
None of the above	116	3.8%	13	2.5%

Funds Raised by Organization FY2020	US (n=2,636)		Canada (n=444)	
	n	%	n	%
Less than \$100,000	108	4.1%	20	4.5%
\$100,000-\$249,999	197	7.5%	19	4.3%
\$250,000-\$499,999	248	9.4%	35	7.9%
\$500,000-\$999,999	411	15.6%	46	10.4%
\$1,000,000-\$2,999,999	638	24.2%	97	21.8%
\$3,000,000-\$4,999,999	290	11.0%	49	11.0%
\$5,000,000-\$9,999,999	236	9.0%	51	11.5%
\$10,000,000-\$49,999,999	300	11.4%	71	16.0%
\$50,000,000-\$74,999,999	47	1.8%	12	2.7%
\$75,000,000-\$99,999,999	23	0.9%	2	0.5%
\$100 million or more	88	3.3%	21	4.7%
Don't know	50	1.9%	21	4.7%

Size of Organizational Budget FY2020	US (n=2,666)		Canada (n=449)	
	n	%	n	%
Less than \$250,000	101	3.8%	13	2.9%
\$250,000-\$499,999	181	6.8%	33	7.3%
\$500,000-\$999,999	249	9.3%	40	8.9%
\$1,000,000-\$2,999,999	563	21.1%	73	16.3%
\$3,000,000-\$4,999,999	268	10.1%	37	8.2%
\$5,000,000-\$9,999,999	286	10.7%	46	10.2%
\$10,000,000-\$49,999,999	497	18.6%	74	16.5%
\$50,000,000-\$74,999,999	62	2.3%	14	3.1%
\$75,000,000 - \$99,999,999	52	2.0%	3	0.7%
\$100 million or more	167	6.3%	28	6.2%
Don't Know	240	9.0%	88	19.6%

Organizational Scope	US (n=2,622)		Canada (n=457)	
	n	%	n	%
International	271	10.3%	59	12.9%
National	379	14.5%	109	23.9%
Selected States	134	5.1%	35	7.7%
State and/or Regional	682	26.0%	112	24.5%
Local or Multiple Communities	1,479	56.4%	220	48.1%

Metropolitan Area Population	US (n=2,613)		Canada (n=457)	
	n	%	n	%
Population < 50,000	278	10.6%	28	6.1%
Population of 50,000 - 999,999	1,176	45.0%	200	43.8%
Population of 1,000,000 - 2,999,999	603	23.1%	135	29.5%
Population or 3,000,000 or more	556	21.3%	94	20.6%

Location of Organization – U.S.	US (n=2,622)	
	n	%
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	156	5.9%
Mid-Atlantic (New Jersey, New York, Pennsylvania)	304	11.6%
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	517	19.7%
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	112	4.3%
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	302	11.5%
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	485	18.5%
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	228	8.7%
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	149	5.7%
Pacific (Alaska, California, Hawaii, Oregon, Washington)	366	14.0%
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	3	0.1%

Location of Organization – U.S.	Canada (n=459)	
	n	%
Prince Edward Island, New Brunswick, Nova Scotia	24	5.2%
Newfoundland and Laborador	11	2.4%
Quebec	36	7.8%
Ontario	213	46.4%
Manitoba	26	5.7%
Saskatchewan	19	4.1%
Alberta	60	13.1%
British Columbia	70	15.3%
Yukon, Northwest Territories, Nunavut	0	0.0%

How many FTE fundraising professionals worked in your organization as of March 1, 2020?	US (n=2,627)		Canada (n=437)	
	n	%	n	%
0	44	1.7%	11	2.5%
.001-<2	753	28.7%	98	22.4%
2 to <6	1,041	39.6%	160	36.6%
6-<11	335	12.8%	64	14.6%
11 or more	454	17.3%	104	23.8%
Average	20.3		22.5	
Median	3		4	

How many FTE fundraising professionals worked in your organization as of December 31, 2020?	US (n=2,611)		Canada (n=435)	
	n	%	n	%
0	28	0.6%	4	0.9%
.001-<2	748	28.7%	103	23.7%
2 to <6	1,077	39.1%	165	37.9%
6-<11	325	12.3%	63	14.5%
11 or more	433	19.3%	100	23.0%
Average	19.1		18.4	
Median	3		4	

Appendix 4: Compensation – U.S.

Table 42: I feel I negotiated effectively for my salary and benefits when I accepted my current position.

When hired for the position you occupied in 2020, do you feel that you negotiated effectively for the salary you wanted when you accepted your current position?	US (n=2,479)		Canada (n=430)	
	n	%	n	%
Yes	1,566	63.2%	248	57.7%
No	913	36.8%	182	42.3%

Table 43: Change in income due to COVID-19

Considering your expected annual earnings before COVID, by what percentage did your professional income change from 2019 to 2020?	US (n=2,505)		Canada (n=436)	
	n	%	n	%
Down 10% or more	143	5.7%	19	4.4%
Down 7-9%	20	0.8%	6	1.4%
Down 4-6%	46	1.8%	9	2.1%
Down 1-3%	45	1.8%	7	1.6%
No change	1,188	47.4%	233	53.4%
Up 1-3%	671	26.8%	109	25.0%
Up 4-6%	198	7.9%	32	7.3%
Up 7-9%	57	2.3%	9	2.1%
Up 10% or more	137	5.5%	12	2.8%

Table 44: Compensation by position – U.S.

Current Position	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$85,060	\$88,421	4%	\$74,000	\$75,000	1%	\$56,000	\$105,000	2487
Sample w/o top 5%	\$76,920	\$79,590	3%	\$72,000	\$75,000	4%	\$55,000	\$100,000	2362
Agency CEO or Executive Director	\$102,383	\$96,783	-5%	\$65,875	\$86,000	31%	\$66,000	\$119,500	373
Dean or Unit Head	-	\$142,818	-	-	\$120,000	-	\$84,000	\$173,000	11
Chief Operating Officer	-	\$106,158	-	-	\$104,000	-	\$69,500	\$117,500	19
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	\$97,192	\$96,725	0%	\$115,000	\$83,000	-28%	\$65,000	\$113,750	1007
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	\$93,940	\$107,164	14%	\$83,500	\$90,000	8%	\$70,000	\$129,000	125
Program Director/Manager	\$73,354	\$72,682	-1%	\$67,000	\$65,000	-3%	\$54,625	\$85,000	262
Fundraising Officer	\$71,060	\$71,836	1%	\$66,000	\$68,000	3%	\$51,500	\$85,000	349
Grants Manager	-	\$57,058	-	-	\$52,000	-	\$47,000	\$62,000	56
Other Fundraising Staff Position	\$48,377	\$46,188	-5%	\$46,000	\$45,000	-2%	\$39,505	\$51,406	146
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	\$119,829	\$154,200	29%	\$117,500	\$120,000	2%	\$67,000	\$165,000	61
Consultant - Staff member at Full-Service Firm	\$60,625	\$61,278	1%	\$60,000	\$55,113	-8%	\$37,250	\$77,000	8
Consultant - Specialized, independent or small-shop consultancy	\$82,557	\$83,499	1%	\$70,500	\$65,000		\$38,500	\$96,330	50
Moved to employment in a field other than fundraising	-	\$60,000	-	-	\$60,000	-	\$60,000	\$60,000	1
Retired	-	\$70,000	-	-	\$70,000	-	\$70,000	\$70,000	1
None of the Above	\$76,275	\$65,873	-14%	\$62,000	\$51,300	-17%	\$48,500	\$88,500	15

Table 45: Compensation by subsector– U.S.

Subsector / Organizational Focus	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$85,060	\$88,421	4%	\$74,000	\$75,000	1%	\$56,000	\$105,000	2,487
Sample w/o top 5%	\$76,920	\$79,590	3%	\$72,000	\$75,000	4%	\$55,000	\$100,000	2,362
Animals/Animal Welfare	\$75,910	\$76,673	1%	\$66,575	\$68,000	2%	\$48,558	\$87,382	73
Arts: Cultural or Heritage Focus	-	\$86,644	-	-	\$71,000	-	\$52,174	\$95,250	98
Arts: Performance, Exhibition, Creation	-	\$78,635	-	-	\$65,000	-	\$50,000	\$89,500	207
Arts: Public Broadcasting, Nonprofit Publishing	\$118,305	\$74,309	-37%	\$71,000	\$61,000	-14%	\$47,000	\$81,000	21
Association or Membership Foundation	\$85,386	\$95,089	11%	\$82,500	\$91,400	11%	\$64,250	\$116,125	36
Civic and Public Affairs	\$83,166	\$82,913	0%	\$67,750	\$70,000	3%	\$54,000	\$95,000	61
Community Development/Economic Development	\$74,352	\$71,128	-4%	\$62,125	\$63,500	2%	\$53,420	\$83,625	92
Education: Higher Education	\$99,167	\$102,515	3%	\$85,000	\$93,227	10%	\$71,100	\$120,000	266
Education: Primary or Secondary Education	\$85,704	\$86,784	1%	\$75,000	\$75,000	0%	\$59,000	\$110,000	195
Education: Pre-K	\$78,445	\$74,177	-5%	\$68,700	\$65,000	-5%	\$52,250	\$84,500	62
Education: Other	-	\$88,218	-	-	\$75,000	-%	\$55,000	\$94,875	108
Environment	\$81,676	\$79,920	-2%	\$73,000	\$71,000	-3%	\$60,000	\$95,000	117
Fundraising & Allocations: Federated or Collective Fundraising	-	\$72,566	-	-	\$60,500	-	\$48,750	\$87,250	28
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	-	\$93,020	-%	-	\$84,000	-	\$65,000	\$110,000	53
Government or Quasi-Governmental Agency	\$74,590	\$83,162	11%	\$69,000	\$73,500	7%	\$72,819	\$79,500	7
Health: National or Regional Health Agency	\$89,274	\$86,942	-3%	\$72,000	\$78,700	9%	\$60,500	\$113,250	75
Health Services	\$92,124	\$98,957	7%	\$80,000	\$85,000	6%	\$64,000	\$120,373	307
Human Services: Development & Social Services	\$74,420	\$78,265	5%	\$66,000	\$70,000	6%	\$53,250	\$91,243	494
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	-	\$75,154	-	-	\$69,500	-%	\$53,633	\$88,250	188
Human Services: Multi-Service Center	-	\$92,770	-	-	\$68,000	-%	\$54,250	\$92,400	99
International: Emergency Relief/Humanitarian Aid	\$75,720	\$86,047	14%	\$75,000	\$64,000	-15%	\$56,000	\$92,391	12
International Development/Overseas Aid and Support (excluding emergency relief)	\$97,055	\$87,217	-10%	\$75,000	\$70,000	-7%	\$53,000	\$100,000	29
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$84,144	\$79,819	-5%	\$75,000	\$75,000	0%	\$55,375	\$100,063	76
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$103,875	\$123,422	19%	\$108,000	\$118,000	9%	\$75,500	\$147,500	27
None of the above	-	\$88,514	-	-	\$86,000	-%	\$64,536	\$108,000	83

Table 46: Compensation by organizational region – U.S.

Organizational Region	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%		\$88,421		\$75,000	\$75,000		\$56,000	\$105,000	2,487
Sample w/o top 5%		\$79,590		\$75,000	\$75,000		\$55,000	\$100,000	2,362
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)		\$101,069		\$83,000	\$83,000		\$65,000	\$123,000	149
Mid-Atlantic (New Jersey, New York, Pennsylvania)		\$84,319		\$75,000	\$75,000		\$56,000	\$100,750	286
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)		\$88,486		\$75,000	\$75,000		\$55,500	\$100,000	487
East South Central (Alabama, Kentucky, Mississippi, Tennessee)		\$89,011		\$70,000	\$70,000		\$55,000	\$92,000	107
Southwest (Arkansas, Louisiana, Oklahoma, Texas)		\$85,548		\$75,925	\$75,925		\$55,000	\$104,625	286
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)		\$82,153		\$70,000	\$70,000		\$54,000	\$100,000	465
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)		\$81,917		\$73,000	\$73,000		\$51,000	\$94,500	221
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)		\$84,427		\$73,000	\$73,000		\$54,000	\$94,000	139
Pacific (Alaska, California, Hawaii, Oregon, Washington)		\$100,358		\$91,232	\$91,232		\$68,000	\$120,000	342
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa		\$45,850		\$45,850	\$45,850		\$43,775	\$47,925	2
No region specified		\$396,667		\$120,000	\$120,000		\$95,000	\$560,000	3

Table 47: Compensation by organizational scope – U.S.

Scope of Service	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$85,060	\$88,421	4%	\$74,000	\$75,000	1%	\$56,000	\$105,000	2,487
Sample w/o top 5%	\$76,920	\$79,590	3%	\$72,000	\$75,000	4%	\$55,000	\$100,000	2,362
International	\$98,028	\$103,773	6%	\$82,000	\$87,382	7%	\$63,000	\$120,000	259
National	\$99,141	\$103,242	4%	\$85,000	\$89,500	5%	\$63,000	\$125,000	356
Selected States (operations in states separated by other states)	-	\$93,095	-	-	\$85,000	-	\$62,300	\$109,000	129
State and/or Regional (operations in more than one contiguous state)	-	\$90,395	-	-	\$76,000	-	\$58,500	\$105,000	647
Local or Multiple Communities	\$76,568	\$81,043	6%	\$69,000	\$72,086	4%	\$54,000	\$98,000	1,405

Table 48: Size of metropolitan area where the survey participant's office is located – U.S.

Size of Metro Area	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$85,060	\$88,421	4%	\$74,000	\$75,000	1%	\$56,000	\$105,000	2,487
Sample w/o top 5%	\$76,920	\$79,590	3%	\$72,000	\$75,000	4%	\$55,000	\$100,000	2,362
Population less than 50,000	\$76,392	\$80,515	5%	\$64,326	\$72,000	12%	\$52,025	\$96,000	267
Population of 50,000-999,999	\$75,702	\$78,499	4%	\$67,000	\$71,000	6%	\$54,000	\$95,000	1,123
Population of 1,000,000-2,999,999	\$88,054	\$92,256	5%	\$79,250	\$76,000	-4%	\$57,000	\$103,250	567
Population of 3 million or more	\$104,680	\$109,571	5%	\$90,000	\$94,765	5%	\$70,000	\$128,500	519

Table 49: Compensation by organizational total expenditures (budget) – U.S.

Annual Budget of Organization	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$85,060	\$88,421	4%	\$74,000	\$75,000	1%	\$56,000	\$105,000	2,487
Sample w/o top 5%	\$76,920	\$79,590	3%	\$72,000	\$75,000	4%	\$55,000	\$100,000	2,362
Less than \$250,000	\$59,784	\$59,306	-1%	\$55,500	\$56,750	2%	\$40,750	\$71,000	92
\$250,000-\$499,999	\$72,833	\$73,059	0%	\$65,000	\$70,000	8%	\$50,000	\$89,500	167
\$500,000-\$999,999	\$68,905	\$76,713	11%	\$61,000	\$65,000	7%	\$50,750	\$83,875	224
\$1,000,000-\$2,999,999	\$73,628	\$78,336	6%	\$65,000	\$70,000	8%	\$54,000	\$90,652	507
\$3,000,000-\$4,999,999	\$78,049	\$84,537	8%	\$70,000	\$76,000	9%	\$58,000	\$103,000	229
\$5,000,000-\$9,999,999	\$86,716	\$87,643	1%	\$78,000	\$80,000	3%	\$62,000	\$103,500	261
\$10,000,000-\$49,999,999	\$96,190	\$103,356	7%	\$83,000	\$88,000	6%	\$67,000	\$125,000	441
\$50,000,000-\$74,999,999	\$97,950	\$101,366	3%	\$85,000	\$88,000	4%	\$69,524	\$123,250	58
\$75,000,000 - \$99,999,999	\$101,664	\$110,567	9%	\$85,000	\$88,775	4%	\$72,000	\$138,750	42
\$100 million or more	\$121,052	\$124,639	3%	\$103,000	\$112,000	9%	\$83,000	\$154,000	137
I don't know	\$70,955	\$76,871	8%	\$65,500	\$70,500	8%	\$52,875	\$94,000	184

Table 50: Compensation by Amount Raised – U.S.

Annual Amount Raised	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$85,060	\$88,421	4%	\$74,000	\$75,000	1%	\$56,000	\$105,000	2,487
Sample w/o top 5%	\$76,920	\$79,590	3%	\$72,000	\$75,000	4%	\$55,000	\$100,000	2,362
Less than \$100,000	\$54,172	\$57,083	5%	\$50,000	\$55,500	11%	\$40,000	\$67,750	92
\$100,000-\$249,999	\$61,198	\$66,095	8%	\$57,000	\$62,150	9%	\$47,000	\$78,563	184
\$250,000-\$499,999	\$65,130	\$68,859	6%	\$60,000	\$65,000	8%	\$52,000	\$82,000	228
\$500,000-\$999,999	\$72,032	\$76,336	6%	\$66,000	\$70,500	7%	\$54,000	\$92,750	366
\$1,000,000-\$2,999,999	\$79,673	\$85,982	8%	\$74,000	\$77,413	5%	\$60,000	\$100,504	578
\$3,000,000-\$4,999,999	\$86,104	\$100,052	16%	\$79,000	\$92,000	16%	\$66,500	\$125,148	252
\$5,000,000-\$9,999,999	\$98,845	\$100,285	1%	\$85,000	\$88,000	4%	\$65,000	\$120,000	212
\$10,000,000-\$49,999,999	\$110,046	\$105,038	-5%	\$87,642	\$91,500	4%	\$66,750	\$125,000	244
\$50,000,000-\$74,999,999	\$105,271	\$110,330	5%	\$85,000	\$91,000	7%	\$70,000	\$115,000	41
\$75,000,000-\$99,999,999	\$105,733	\$127,846	21%	\$85,000	\$100,000	18%	\$76,000	\$200,000	17
\$100 million or more	\$106,759	\$120,434	13%	\$91,750	\$105,000	14%	\$72,000	\$153,000	69
I don't know.	-	\$53,869	-	-	\$52,000	-	\$43,500	\$62,958	31

Appendix 5: Compensation – Canada

Table 51: Compensation by Position – Canada

Current Position	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$86,876	\$90,511	4%	\$80,000	\$78,000	-3%	\$60,000	\$109,500	423
Sample w/o top 5%	\$80,677	\$82,850	3%	\$78,000	\$75,000	-4%	\$60,000	\$100,000	401
Agency CEO or Executive Director	\$109,162	\$128,155	17%	\$100,000	\$113,000	13%	\$82,000	\$160,000	77
Dean or Unit Head	-	\$89,000	-	-	\$89,000	-	\$85,000	\$93,000	2
Chief Operating Officer	-	\$131,250	-	-	\$144,500	-	\$121,500	\$154,250	4
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	\$103,311	\$101,738	-2%	\$100,000	\$88,000	-12%	\$70,000	\$130,000	91
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	\$108,667	\$110,026	1%	\$108,500	\$107,000	-1%	\$88,000	\$137,000	19
Program Director/Manager	\$79,947	\$73,469	-8%	\$79,900	\$71,234	-11%	\$57,000	\$85,000	77
Fundraising Officer	\$66,284	\$65,838	-1%	\$66,000	\$67,000	2%	\$52,800	\$76,500	97
Grants Manager	-	\$70,200	-	-	\$73,000	-	\$60,000	\$75,000	5
Other Fundraising Staff Position	\$52,321	\$51,281	-2%	\$48,500	\$48,500	0%	\$44,500	\$60,369	24
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	\$110,333	\$116,773	6%	\$109,000	\$120,000	10%	\$85,750	\$150,000	11
Consultant - Staff member at Full-Service Firm	\$115,000	\$74,667	-35%	\$115,000	\$77,000	-33%	\$53,750	\$92,750	6
Consultant - Specialized, independent or small-shop consultancy	\$72,692	\$120,833	66%	\$50,000	\$100,000	100%	\$66,250	\$122,500	6
None of the Above	\$106,250	\$71,000	-33%	\$75,000	\$71,250	-5%	\$64,250	\$78,000	4

Table 52: Compensation by Subsector – Canada

Subsector / Organizational Focus	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$86,876	\$90,511	4%	\$80,000	\$78,000	-3%	\$60,000	\$109,500	423
Sample w/o top 5%	\$80,677	\$82,850	3%	\$78,000	\$75,000	-4%	\$60,000	\$100,000	401
Animals/Animal Welfare	\$83,283	\$60,862	-27%	\$77,350	\$65,000	-16%	\$44,515	\$73,500	7
Arts: Cultural or Heritage Focus	-	\$81,311	-	-	\$74,700	-	\$58,200	\$95,500	16
Arts: Performance, Exhibition, Creation	\$87,872	\$76,821	-13%	\$77,500	\$62,000	-20%	\$56,000	\$83,000	25
Arts: Public Broadcasting, Nonprofit Publishing	\$55,500	\$23,751	-57%	\$55,500	\$23,751	-57%	\$11,876	\$35,625	2
Association or Membership Foundation	\$74,475	\$80,001	7%	\$53,950	\$80,001	48%	\$40,001	\$120,000	2
Civic and Public Affairs	\$67,475	\$54,335	-19%	\$64,500	\$65,000	1%	\$52,258	\$68,750	6
Community Development/Economic Development	\$64,379	\$74,795	16%	\$63,500	\$72,500	14%	\$57,675	\$86,275	18
Education: Higher Education	\$91,846	\$78,000	-15%	\$84,000	\$69,000	-18%	\$67,000	\$84,500	3
Education: Primary or Secondary Education	\$97,375	\$98,032	1%	\$98,565	\$88,000	-11%	\$72,000	\$122,000	57
Education: Pre-K	\$74,667	\$85,977	15%	\$58,000	\$71,400	23%	\$62,000	\$100,500	19
Education: Other	-	\$50,500	-	-	\$50,500	-	\$42,250	\$58,750	2
Environment	\$78,453	\$109,764	40%	\$75,000	\$107,000	43%	\$72,500	\$148,500	11
Fundraising & Allocations: Federated or Collective Fundraising	\$75,770	\$67,339	-11%	\$75,000	\$65,000	-13%	\$55,000	\$78,750	18
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	-	\$143,575	-	-	\$137,150	-	\$97,500	\$183,225	4
Government or Quasi-Governmental Agency	\$67,500	\$86,577	28%	\$67,500	\$77,000	14%	\$60,000	\$117,000	17
Health: National or Regional Health Agency	\$90,283	\$88,940	-1%	\$82,500	\$77,000	-7%	\$52,000	\$120,000	25
Health Services	\$92,463	\$100,146	8%	\$81,000	\$83,000	2%	\$61,106	\$111,496	96
Human Services: Development & Social Services	\$74,337	\$75,772	2%	\$69,470	\$71,065	2%	\$56,225	\$86,275	58
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	-	\$71,689	-	-	\$70,000	-	\$62,250	\$81,675	24
Human Services: Multi-Service Center	-	\$60,142	-	-	\$52,581	-	\$43,000	\$63,000	9
International: Emergency Relief/Humanitarian Aid	\$97,841	\$73,333	-25%	\$85,000	\$68,500	-19%	\$54,500	\$69,750	6
International Development/Overseas Aid and Support (excluding emergency relief)	\$82,805	\$73,656	-11%	\$75,000	\$69,000	-8%	\$54,500	\$75,750	16
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$88,209	\$73,100	-17%	\$85,000	\$80,000	-6%	\$51,000	\$88,750	10
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$95,100	\$83,534	-12%	\$70,000	\$75,000	7%	\$22,150	\$143,750	6
None of the above	-	\$95,290	-	-	\$77,700	-	\$65,875	\$115,750	10

Table 53: Compensation by organizational region – Canada

Organizational Region	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%		\$90,511			\$78,000		\$60,000	\$109,500	423
Sample w/o top 5%		\$82,850			\$75,000		\$60,000	\$100,000	401
Prince Edward Island, New Brunswick or Nova Scotia		\$68,356			\$60,000		\$46,700	\$71,000	21
Newfoundland and Labrador		\$74,059			\$75,000		\$58,000	\$90,000	11
Quebec		\$97,144			\$87,500		\$68,750	\$110,000	32
Ontario		\$97,380			\$81,000		\$61,106	\$120,500	192
Manitoba		\$71,880			\$61,250		\$53,186	\$78,750	26
Saskatchewan		\$79,288			\$72,000		\$54,500	\$94,500	19
Alberta		\$84,811			\$81,000		\$63,000	\$103,000	56
British Columbia		\$93,245			\$78,000		\$65,000	\$117,000	65

Table 54: Compensation by organizational scope – Canada

Scope of Service	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$86,876	\$90,511	4%	\$80,000	\$78,000	-3%	\$60,000	\$109,500	423
Sample w/o top 5%	\$80,677	\$82,850	3%	\$78,000	\$75,000	-4%	\$60,000	\$100,000	401
International	\$95,797	\$98,331	3%	\$85,000	\$77,000	-9%	\$64,500	\$101,000	51
National	\$89,409	\$102,932	15%	\$80,000	\$86,500	8%	\$64,000	\$132,250	100
Selected Provinces (operations in provinces separated by other provinces)	-	\$89,819	-	-	\$77,000	-	\$55,000	\$102,000	33
Provincial and/or Regional (operations in more than one contiguous province)	\$90,668	\$82,974	-8%	\$80,000	\$74,000	-8%	\$57,175	\$99,500	102
Local or Multiple Communities	\$80,406	\$83,710	4%	\$77,000	\$73,000	-5%	\$56,000	\$100,000	201

Table 55: Size of metropolitan area where the survey participant's office is located – Canada

Size of Metro Area	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$86,876	\$90,511	4%	\$80,000	\$78,000	-3%	\$60,000	\$109,500	423
Sample w/o top 5%	\$80,677	\$82,850	3%	\$78,000	\$75,000	-4%	\$60,000	\$100,000	401
Population less than 50,000	\$78,562	\$87,782	12%	\$80,000	\$81,000	1%	\$56,250	\$100,044	26
Population of 50,000-999,999	\$78,190	\$81,207	4%	\$72,250	\$71,234	-1%	\$55,000	\$95,000	185
Population of 1,000,000-2,999,999	\$89,660	\$86,863	-3%	\$80,000	\$79,000	-1%	\$61,738	\$105,000	123
Population of 3 million or more	\$99,270	\$113,580	14%	\$90,000	\$100,000	11%	\$72,000	\$142,000	87

Table 56: Compensation by organizational total expenditures (budget) – Canada

Annual Budget of Organization	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$86,876	\$90,511	4%	\$80,000	\$78,000	-3%	\$60,000	\$109,500	423
Sample w/o top 5%	\$80,677	\$82,850	3%	\$78,000	\$75,000	-4%	\$60,000	\$100,000	401
Less than \$250,000	\$58,390	\$68,323	17%	\$53,500	\$65,500	22%	\$39,803	\$81,000	12
\$250,000-\$499,999	\$87,922	\$74,350	-15%	\$85,883	\$75,000	-13%	\$56,000	\$88,000	33
\$500,000-\$999,999	\$80,610	\$93,125	16%	\$80,000	\$95,000	19%	\$60,000	\$120,000	39
\$1,000,000-\$2,999,999	\$80,103	\$83,113	4%	\$75,500	\$65,000	-14%	\$53,000	\$90,000	65
\$3,000,000-\$4,999,999	\$88,487	\$98,066	11%	\$75,000	\$80,000	7%	\$67,500	\$125,000	36
\$5,000,000-\$9,999,999	\$87,450	\$91,070	4%	\$80,000	\$77,500	-3%	\$63,750	\$105,750	40
\$10,000,000-\$49,999,999	\$99,913	\$100,411	0%	\$85,000	\$85,000	0%	\$69,000	\$121,000	63
\$50,000,000-\$74,999,999	\$98,713	\$136,096	38%	\$82,563	\$102,000	24%	\$68,000	\$158,000	13
\$75,000,000 - \$99,999,999	\$82,002	\$86,000	5%	\$81,000	\$86,000	6%	\$86,000	\$86,000	1
\$100 million or more	\$110,786	\$103,000	-7%	\$94,500	\$94,000	-1%	\$76,644	\$133,500	23
I don't know	\$74,175	\$75,301	2%	\$70,250	\$70,000	0%	\$53,645	\$84,250	68

Table 57: Compensation by Amount Raised – Canada

Annual Amount Raised	Mean (2019)	Mean (2020)	Change (19-20)	Median (2019)	Median (2020)	Change (19-20)	25th Percentile	75th Percentile	Count
Whole Sample: with top 5%	\$86,876	\$90,511	4%	\$80,000	\$78,000	-3%	\$60,000	\$109,500	423
Sample w/o top 5%	\$80,677	\$82,850	3%	\$78,000	\$75,000	-4%	\$60,000	\$100,000	401
Less than \$100,000	\$55,623	\$56,652	2%	\$54,000	\$58,000	7%	\$34,000	\$74,700	19
\$100,000-\$249,999	\$72,988	\$62,244	-15%	\$62,000	\$57,500	-7%	\$48,366	\$71,500	16
\$250,000-\$499,999	\$70,890	\$75,751	7%	\$68,500	\$70,000	2%	\$54,750	\$89,000	34
\$500,000-\$999,999	\$70,556	\$79,910	13%	\$66,500	\$73,592	11%	\$56,675	\$97,750	44
\$1,000,000-\$2,999,999	\$86,074	\$87,620	2%	\$84,100	\$79,000	-6%	\$63,850	\$100,000	80
\$3,000,000-\$4,999,999	\$92,039	\$103,330	12%	\$86,500	\$94,500	9%	\$72,250	\$130,000	42
\$5,000,000-\$9,999,999	\$94,462	\$97,256	3%	\$85,000	\$80,000	-6%	\$62,000	\$132,500	47
\$10,000,000-\$49,999,999	\$93,695	\$104,762	12%	\$84,500	\$90,000	7%	\$68,500	\$121,032	60
\$50,000,000-\$74,999,999	\$86,661	\$85,367	-1%	\$78,000	\$76,287	-2%	\$51,500	\$107,500	11
\$75,000,000-\$99,999,999	\$78,900	\$43,000	-46%	\$58,000	\$43,000	-26%	\$43,000	\$43,000	1
\$100 million or more	\$124,010	\$127,194	3%	\$100,000	\$83,000	-17%	\$72,000	\$138,250	18
I don't know.	-	\$74,491	-	-	\$64,000	-	\$55,495	\$85,000	16

Appendix 6: Benefits Offered By Position – U.S.

Note percentages in this section are based on the total number of participants from this country (n = 3,261).

Table 58: Health Insurance Offered by Position - U.S. See note on page 73.

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	None of these
Total	#	2138	1274	1041	1953	79	995	1434	597	1754	308	252
	%	65%	39%	32%	60%	2%	30%	44%	18%	53%	9%	8%
Agency CEO or Executive Director	#	277	107	101	212	3	98	158	55	187	34	83
	%	72%	28%	26%	55%	1%	25%	41%	14%	48%	9%	21%
Dean or Unit Head	#	11	8	6	10	2	7	10	6	10	3	0
	%	92%	67%	50%	83%	17%	58%	83%	50%	83%	25%	0%
Chief Operating Officer	#	14	9	9	13	1	9	11	6	12	3	5
	%	67%	43%	43%	62%	5%	43%	52%	29%	57%	14%	24%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	#	923	533	446	844	24	418	637	241	749	115	53
	%	89%	51%	43%	81%	2%	40%	61%	23%	72%	11%	5%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	#	121	98	77	115	13	83	96	57	108	28	3
	%	95%	77%	61%	91%	10%	65%	76%	45%	85%	22%	2%
Program Director/Manager	#	239	168	133	230	11	122	174	75	212	42	9
	%	86%	61%	48%	83%	4%	44%	63%	27%	77%	15%	3%
Fundraising Officer	#	322	220	174	311	16	168	219	101	288	55	9
	%	87%	59%	47%	84%	4%	45%	59%	27%	78%	15%	2%
Grants Manager	#	50	28	25	43	0	24	27	9	39	1	4
	%	85%	47%	42%	73%	0%	41%	46%	15%	66%	2%	7%
Other Fundraising Staff Position	#	123	73	51	123	6	43	63	32	109	18	7
	%	80%	47%	33%	80%	4%	28%	41%	21%	71%	12%	5%
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	#	28	12	7	27	2	11	20	6	19	5	31
	%	42%	18%	11%	41%	3%	17%	30%	9%	29%	8%	47%
Consultant - Staff member at Full-Service Firm	#	5	1	0	4	0	2	3	2	3	1	3
	%	56%	11%	0%	44%	0%	22%	33%	22%	33%	11%	33%
Consultant - Specialized, independent or small-shop consultancy	#	10	6	6	8	1	3	6	3	6	2	41
	%	18%	11%	11%	14%	2%	5%	11%	5%	11%	4%	73%
Moved to employment in a field other than fundraising	#	1	1	0	1	0	0	0	0	0	0	0
	%	100%	100%	0%	100%	0%	0%	0%	0%	0%	0%	0%
Retired	#	1	1	1	1	0	1	1	0	1	0	0
	%	100%	100%	100%	100%	0%	100%	100%	0%	100%	0%	0%
None of the Above	#	11	7	3	8	0	4	6	2	8	1	3
	%	69%	44%	19%	50%	0%	25%	38%	13%	50%	6%	19%

Table 59: Retirement Benefits Available by Position – U.S. See note on page 73.

Current Position		401(k) salary deferral plan	403(b) salary deferral plan	Defined Benefit Pension Plan	Another Defined contribution plan	Profit-Sharing Plan	Thrift/Savings Plan	Money Purchase Pension Plan	SEP (Simplified Employee Pension)	SIMPLE (Savings Incentive Match Plan for Employees) IRA	Non-IRS-Qualified Plan	IRA (Individual Retirement Account)	My organization does not offer other retirement plans.	I don't know
Total	#	1110	1111	172	199	30	19	9	64	108	11	167	1436	292
	%	34%	34%	5%	6%	1%	1%	0%	2%	3%	0%	5%	44%	9%
Agency CEO or Executive Director	#	142	101	20	28	6	3	3	12	27	1	20	249	5
	%	37%	26%	5%	7%	2%	1%	1%	3%	7%	0%	5%	64%	1%
Dean or Unit Head	#	7	6	4	0	0	0	0	0	0	0	1	4	2
	%	58%	50%	33%	0%	0%	0%	0%	0%	0%	0%	8%	33%	17%
Chief Operating Officer	#	6	8	3	2	1	1	0	0	1	1	1	10	1
	%	29%	38%	14%	10%	5%	5%	0%	0%	5%	5%	5%	48%	5%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	#	453	500	66	89	11	8	1	21	45	5	47	621	96
	%	44%	48%	6%	9%	1%	1%	0%	2%	4%	0%	5%	60%	9%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	#	65	78	11	11	1	2	0	1	2	2	6	73	15
	%	51%	61%	9%	9%	1%	2%	0%	1%	2%	2%	5%	57%	12%
Program Director/Manager	#	124	140	20	22	1	1	2	1	8	0	26	143	40
	%	45%	51%	7%	8%	0%	0%	1%	0%	3%	0%	9%	52%	14%
Fundraising Officer	#	171	172	36	33	4	4	3	4	17	1	32	160	61
	%	46%	46%	10%	9%	1%	1%	1%	1%	5%	0%	9%	43%	16%
Grants Manager	#	31	26	3	2	0	0	0	0	2	0	3	26	17
	%	53%	44%	5%	3%	0%	0%	0%	0%	3%	0%	5%	44%	29%
Other Fundraising Staff Position	#	74	63	6	10	0	0	0	2	2	1	18	67	41
	%	48%	41%	4%	6%	0%	0%	0%	1%	1%	1%	12%	44%	27%
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	#	22	5	1	2	4	0	0	12	3	0	6	33	1
	%	33%	8%	2%	3%	6%	0%	0%	18%	5%	0%	9%	50%	2%
Consultant - Staff member at Full-Service Firm	#	2	1	0	0	1	0	0	0	0	0	0	5	1
	%	22%	11%	0%	0%	11%	0%	0%	0%	0%	0%	0%	56%	11%
Consultant - Specialized, independent or small-shop consultancy	#	7	3	0	0	1	0	0	10	1	0	6	31	7
	%	13%	5%	0%	0%	2%	0%	0%	18%	2%	0%	11%	55%	13%
Moved to employment in a field other than fundraising	#	0	1	0	0	0	0	0	0	0	0	0	1	0
	%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
Retired	#	1	0	0	0	0	0	0	0	0	0	0	1	0
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
None of the Above	#	4	5	1	0	0	0	0	1	0	0	0	11	3
	%	25%	31%	6%	0%	0%	0%	0%	6%	0%	0%	0%	69%	19%

Table 60: Other Benefits Available by Position – U.S. See note on page 73.

Current Position		Group life insurance	Accident insurance	Short-term disability insurance	Long-term disability insurance	Tuition reimbursement	Paid or partially paid parental leave (other than FMLA time off)	Childcare onsite or childcare benefit	Car or car allowance	Local transportation subsidy	Parking	Cellular phone or cell phone plan allowance	Home computer	Professional dues	Professional liability insurance	Relocation expenses	Service on external volunteer boards/committees	None of the above
Total	#	1473	837	1477	1404	688	649	159	213	405	683	1098	763	1626	217	122	809	157
	%	45%	26%	45%	43%	21%	20%	5%	6%	12%	21%	33%	23%	50%	7%	4%	25%	5%
Agency CEO or Executive Director	#	166	100	149	148	65	68	16	36	46	81	177	120	253	92	18	155	42
	%	43%	26%	39%	38%	17%	18%	4%	9%	12%	21%	46%	31%	65%	24%	5%	40%	11%
Dean or Unit Head	#	8	8	8	9	4	6	2	4	2	6	7	4	8	2	1	5	0
	%	67%	67%	67%	75%	33%	50%	17%	33%	17%	50%	58%	33%	67%	17%	8%	42%	0%
Chief Operating Officer	#	12	8	9	12	6	3	1	2	4	8	8	4	15	3	3	11	1
	%	57%	38%	43%	57%	29%	14%	5%	10%	19%	38%	38%	19%	71%	14%	14%	52%	5%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	#	650	337	628	596	262	268	51	75	144	278	466	302	723	68	48	362	38
	%	63%	32%	60%	57%	25%	26%	5%	7%	14%	27%	45%	29%	70%	7%	5%	35%	4%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	#	96	61	94	93	59	44	15	12	27	37	68	37	88	5	10	46	1
	%	76%	48%	74%	73%	46%	35%	12%	9%	21%	29%	54%	29%	69%	4%	8%	36%	1%
Program Director/Manager	#	168	98	181	182	102	86	31	14	51	77	118	81	159	6	8	65	7
	%	61%	35%	65%	66%	37%	31%	11%	5%	18%	28%	43%	29%	57%	2%	3%	23%	3%
Fundraising Officer	#	244	140	255	229	125	104	25	38	81	110	146	101	221	14	19	106	11
	%	66%	38%	69%	62%	34%	28%	7%	10%	22%	30%	39%	27%	60%	4%	5%	29%	3%
Grants Manager	#	24	18	32	27	10	16	2	2	7	17	19	16	34	2	2	13	2
	%	41%	31%	54%	46%	17%	27%	3%	3%	12%	29%	32%	27%	58%	3%	3%	22%	3%
Other Fundraising Staff Position	#	76	49	87	80	39	40	13	8	28	39	38	53	66	4	6	16	9
	%	49%	32%	56%	52%	25%	26%	8%	5%	18%	25%	25%	34%	43%	3%	4%	10%	6%
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	#	10	5	14	14	5	9	2	12	8	16	25	24	29	14	1	19	17
	%	15%	8%	21%	21%	8%	14%	3%	18%	12%	24%	38%	36%	44%	21%	2%	29%	26%
Consultant - Staff member at Full-Service Firm	#	2	1	2	2	1	2	0	1	0	1	4	3	5	1	1	2	1
	%	22%	11%	22%	22%	11%	22%	0%	11%	0%	11%	44%	33%	56%	11%	11%	22%	11%
Consultant - Specialized, independent or small-shop consultancy	#	7	6	6	2	5	0	0	8	5	8	13	16	14	6	3	7	27
	%	13%	11%	11%	4%	9%	0%	0%	14%	9%	14%	23%	29%	25%	11%	5%	13%	48%
Moved to employment in a field other than fundraising	#	0	0	1	1	0	0	0	1	0	0	1	0	1	0	0	0	0
	%	0%	0%	100%	100%	0%	0%	0%	100%	0%	0%	100%	0%	100%	0%	0%	0%	0%
Retired	#	1	0	1	1	1	0	0	0	0	0	1	1	1	0	0	0	0
	%	100%	0%	100%	100%	100%	0%	0%	0%	0%	0%	100%	100%	100%	0%	0%	0%	0%
None of the Above	#	8	4	7	6	3	3	1	0	2	4	7	1	7	0	2	2	1
	%	50%	25%	44%	38%	19%	19%	6%	0%	13%	25%	44%	6%	44%	0%	13%	13%	6%

Appendix 7: Benefits Offered By Position – Canada

Note that the data in this appendix, consistent with all other appendices, are based on the total number of study participants from the U.S. Percentages will not match the figures in this section, which are based on participants who answered the specific question.

Table 61: Health Benefits Offered by Position – Canada See note on page 77.

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	My organization offers none of these.	Other
Total	#	351	248	311	377	29	278	384	144	319	347	31	23
	%	62%	44%	55%	67%	5%	49%	68%	25%	56%	61%	5%	4%
Agency CEO or Executive Director	#	66	51	54	65	3	42	68	31	57	60	6	5
	%	84%	65%	68%	82%	4%	53%	86%	39%	72%	76%	8%	6%
Dean or Unit Head	#	0	0	0	0	0	1	0	0	0	1	0	1
	%	0%	0%	0%	0%	0%	50%	0%	0%	0%	50%	0%	50%
Chief Operating Officer	#	4	3	4	4	1	3	4	2	4	4	0	1
	%	80%	60%	80%	80%	20%	60%	80%	40%	80%	80%	0%	20%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	#	80	55	72	85	10	66	88	34	66	76	4	1
	%	82%	56%	73%	87%	10%	67%	90%	35%	67%	78%	4%	1%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	#	16	14	15	19	0	13	19	7	15	17	0	1
	%	84%	74%	79%	100%	0%	68%	100%	37%	79%	89%	0%	5%
Program Director/Manager	#	66	44	62	74	5	54	74	23	63	68	5	6
	%	80%	53%	75%	89%	6%	65%	89%	28%	76%	82%	6%	7%
Fundraising Officer	#	83	60	78	91	7	73	92	34	80	86	3	3
	%	81%	59%	76%	89%	7%	72%	90%	33%	78%	84%	3%	3%
Grants Manager	#	3	2	4	4	1	3	4	2	3	4	1	0
	%	60%	40%	80%	80%	20%	60%	80%	40%	60%	80%	20%	0%
Other Fundraising Staff Position	#	19	13	15	21	2	15	20	6	19	20	2	2
	%	63%	43%	50%	70%	7%	50%	67%	20%	63%	67%	7%	7%
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	#	5	3	2	4	0	2	5	2	4	3	4	2
	%	45%	27%	18%	36%	0%	18%	45%	18%	36%	27%	36%	18%
Consultant - Staff member at Full-Service Firm	#	6	1	2	6	0	3	6	1	4	4	0	0
	%	100%	17%	33%	100%	0%	50%	100%	17%	67%	67%	0%	0%
Consultant - Specialized, independent or small-shop consultancy	#	0	0	0	0	0	0	0	0	0	0	6	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	86%	0%
Not working in fundraising at the end of 2020 but hoping to find work in the field again	#	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
None of the Above	#	3	2	3	4	0	3	4	2	4	4	0	1
	%	60%	40%	60%	80%	0%	60%	80%	40%	80%	80%	0%	20%

Table 62: Retirement Benefits Offered by Position – Canada See note on page 77.

Current Position		Defined Pension Benefit Plan	Defined Contribution Plan	Profit-Sharing Plan	Group Registered Retirement Savings Plan (RRSP)	My organization does not offer retirement benefits.	Don't know
Total	#	139	60	2	140	101	15
	%	25%	11%	0%	25%	18%	3%
Agency CEO or Executive Director	#	28	8	0	16	25	2
	%	35%	10%	0%	20%	32%	3%
Dean or Unit Head	#	0	0	0	1	1	0
	%	0%	0%	0%	50%	50%	0%
Chief Operating Officer	#	4	0	0	1	0	0
	%	80%	0%	0%	20%	0%	0%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	#	27	10	0	30	27	4
	%	28%	10%	0%	31%	28%	4%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	#	7	6	0	5	2	0
	%	37%	32%	0%	26%	11%	0%
Program Director/Manager	#	28	13	0	32	14	1
	%	34%	16%	0%	39%	17%	1%
Fundraising Officer	#	36	14	1	37	11	4
	%	35%	14%	1%	36%	11%	4%
Grants Manager	#	1	1	0	2	1	0
	%	20%	20%	0%	40%	20%	0%
Other Fundraising Staff Position	#	6	5	0	11	2	4
	%	20%	17%	0%	37%	7%	13%
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	#	0	1	1	3	7	0
	%	0%	9%	9%	27%	64%	0%
Consultant - Staff member at Full-Service Firm	#	0	1	0	1	4	0
	%	0%	17%	0%	17%	67%	0%
Consultant - Specialized, independent or small-shop consultancy	#	0	0	0	0	6	0
	%	0%	0%	0%	0%	86%	0%
Not working in fundraising at the end of 2020 but hoping to find work in the field again	#	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%
None of the Above	#	2	1	0	1	1	0
	%	40%	20%	0%	20%	20%	0%

Table 63: Other Benefits Offered by Position – Canada See note on page 77.

Current Position		Group Life Insurance	Accident Insurance	Short-Term Disability Insurance	Long-Term Disability Insurance	Tuition Reimbursement	Paid or Partially Paid Parental Leave	Childcare Onsite or Childcare Benefit	Car or Car Allowance	Local Transportation Subsidy	Parking	Cellular Phone or Cell Phone Plan Allowance	Home Computer	Professional Dues	Professional Liability Insurance	Relocation Expenses	Service on External Volunteer Boards/Committees	None of the above
Total	#	314	214	288	313	116	164	23	62	64	145	286	169	277	37	14	113	12
	%	56%	38%	51%	55%	21%	29%	4%	11%	11%	26%	51%	30%	49%	7%	2%	20%	2%
Agency CEO or Executive Director	#	61	44	48	57	21	20	1	19	9	34	62	31	58	20	3	28	0
	%	77%	56%	61%	72%	27%	25%	1%	24%	11%	43%	78%	39%	73%	25%	4%	35%	0%
Dean or Unit Head	#	0	1	1	0	1	0	0	0	1	1	2	0	0	0	0	1	0
	%	0%	50%	50%	0%	50%	0%	0%	0%	50%	50%	100%	0%	0%	0%	0%	50%	0%
Chief Operating Officer	#	4	3	4	4	2	3	1	1	0	2	3	2	3	0	1	1	0
	%	80%	60%	80%	80%	40%	60%	20%	20%	0%	40%	60%	40%	60%	0%	20%	20%	0%
Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations	#	67	37	64	73	21	42	3	12	18	37	67	38	73	5	3	26	1
	%	68%	38%	65%	74%	21%	43%	3%	12%	18%	38%	68%	39%	74%	5%	3%	27%	1%
Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent	#	18	8	16	17	5	11	3	1	3	4	13	9	14	0	1	7	0
	%	95%	42%	84%	89%	26%	58%	16%	5%	16%	21%	68%	47%	74%	0%	5%	37%	0%
Program Director/Manager	#	56	42	53	58	20	28	5	10	13	28	51	30	52	5	0	22	1
	%	67%	51%	64%	70%	24%	34%	6%	12%	16%	34%	61%	36%	63%	6%	0%	27%	1%
Fundraising Officer	#	80	59	74	78	35	46	7	12	13	19	60	32	53	4	4	17	1
	%	78%	58%	73%	76%	34%	45%	7%	12%	13%	19%	59%	31%	52%	4%	4%	17%	1%
Grants Manager	#	3	2	3	2	0	1	0	2	2	2	4	5	4	1	0	1	0
	%	60%	40%	60%	40%	0%	20%	0%	40%	40%	40%	80%	100%	80%	20%	0%	20%	0%
Other Fundraising Staff Position	#	14	10	15	15	9	10	3	1	2	9	12	9	8	1	1	2	1
	%	47%	33%	50%	50%	30%	33%	10%	3%	7%	30%	40%	30%	27%	3%	3%	7%	3%
Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm	#	5	4	5	4	2	0	0	3	2	5	7	7	6	1	0	5	3
	%	45%	36%	45%	36%	18%	0%	0%	27%	18%	45%	64%	64%	55%	9%	0%	45%	27%
Consultant - Staff member at Full-Service Firm	#	3	3	3	2	0	2	0	0	0	2	2	2	2	0	0	2	2
	%	50%	50%	50%	33%	0%	33%	0%	0%	0%	33%	33%	33%	33%	0%	0%	33%	33%
Consultant - Specialized, independent or small-shop consultancy	#	0	0	0	0	0	0	0	1	1	1	1	2	1	0	0	0	3
	%	0%	0%	0%	0%	0%	0%	0%	14%	14%	14%	14%	29%	14%	0%	0%	0%	43%
Not working in fundraising at the end of 2020 but hoping to find work in the field again	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
None of the Above	#	3	1	2	3	0	1	0	0	0	1	2	2	3	0	1	1	0
	%	60%	20%	40%	60%	0%	20%	0%	0%	0%	20%	40%	40%	60%	0%	20%	20%	0%

Appendix 8: Salary By Position – U.S.

Table 64: Salary Data for CEO/ED – U.S.

Agency CEO/ED, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$97,559	\$87,000	\$69,000	\$110,000	15
Arts: Cultural or Heritage Focus	\$91,276	\$72,000	\$57,500	\$103,000	19
Arts: Performance, Exhibition, Creation	\$91,797	\$70,000	\$54,500	\$107,500	31
Arts: Public Broadcasting, Nonprofit Publishing	\$92,820	\$86,000	\$52,250	\$126,570	4
Association or Membership Foundation	\$116,997	\$110,734	\$94,000	\$127,375	10
Civic and Public Affairs	\$109,929	\$76,000	\$51,750	\$90,000	7
Community Development/Economic Development	\$73,700	\$75,000	\$70,000	\$87,600	11
Education: Higher Education	\$111,721	\$101,000	\$84,000	\$119,750	22
Education: Primary or Secondary Education	\$90,802	\$90,000	\$57,500	\$111,500	31
Education: Pre-K	\$114,836	\$98,000	\$72,086	\$140,000	9
Education: Other	\$89,637	\$83,000	\$67,000	\$100,000	29
Environment	\$82,557	\$71,000	\$62,500	\$95,050	15
Fundraising & Allocations: Federated or Collective Fundraising	\$81,667	\$100,000	\$59,000	\$113,500	3
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$113,503	\$100,000	\$84,250	\$124,500	18
Government or Quasi-Governmental Agency	\$77,750	\$77,750	\$75,625	\$79,875	2
Health: National or Regional Health Agency	\$96,270	\$100,500	\$72,500	\$118,000	10
Health Services (hospital, clinic, nursing home, specialized services)	\$130,078	\$126,000	\$80,000	\$155,000	37
Human Services: Development & Social Services	\$92,641	\$83,746	\$64,500	\$100,500	72
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$83,926	\$78,000	\$60,000	\$86,470	21
Human Services: Multi-Service Center	\$106,167	\$97,500	\$68,475	\$126,500	18
International: Emergency Relief/Humanitarian Aid	\$16,000	\$16,000	\$16,000	\$16,000	1
International Development/Overseas Aid and Support	\$63,000	\$63,000	\$39,500	\$86,500	2
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$82,993	\$87,800	\$47,800	\$105,000	15
Scientific or Social Science Research or Other Educational Body	\$119,500	\$114,000	\$101,000	\$132,500	4
None of the above	\$91,547	\$90,000	\$69,575	\$107,000	24

Agency CEO/ED, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$113,446	\$108,468	\$83,235	\$126,250	27
National	\$125,716	\$99,500	\$78,188	\$143,000	30
Selected States (operations in states separated by other states)	\$121,857	\$103,000	\$69,250	\$131,250	14
State and/or Regional (operations in more than one contiguous state)	\$101,818	\$95,000	\$75,000	\$120,000	73
Local or Multiple Communities	\$92,408	\$82,000	\$62,250	\$112,500	255
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$60,893	\$56,500	\$46,000	\$71,750	39
\$100,000-\$249,999	\$75,696	\$68,150	\$55,375	\$86,450	68
\$250,000-\$499,999	\$82,814	\$82,246	\$68,425	\$94,125	58
\$500,000-\$999,999	\$95,232	\$86,000	\$72,000	\$110,000	81
\$1,000,000-\$2,999,999	\$109,485	\$105,875	\$85,000	\$123,500	71
\$3,000,000-\$4,999,999	\$145,870	\$140,714	\$120,500	\$175,000	26
\$5,000,000-\$9,999,999	\$158,929	\$129,000	\$116,250	\$187,500	14
\$10,000,000-\$49,999,999	\$170,767	\$129,800	\$114,000	\$183,400	6
\$50,000,000-\$74,999,999	\$350,000	\$350,000	\$350,000	\$350,000	1
\$75,000,000-\$99,999,999	\$78,000	\$78,000	\$78,000	\$78,000	1
\$100 million or more	\$109,000	\$109,000	\$103,500	\$114,500	2

Agency CEO/ED, U.S.	Mean	Median	Percentile		Count
			25th	75th	
How many FTE fundraising professionals work in your organization?					
None	\$78,908	\$77,250	\$49,250	\$94,750	12
.001-1.99	\$79,190	\$72,000	\$58,000	\$93,000	193
2.00-5.99	\$111,935	\$105,000	\$84,000	\$130,000	121
6.00-10.99	\$140,663	\$117,500	\$89,000	\$161,250	20
11.00-20.99	\$149,100	\$126,800	\$116,250	\$183,400	6
More than 20	\$139,868	\$120,000	\$98,000	\$140,000	13
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$61,778	\$60,000	\$45,375	\$71,000	62
\$250,000-\$499,999	\$83,472	\$80,000	\$63,000	\$100,000	83
\$500,000-\$999,999	\$87,601	\$80,000	\$67,500	\$101,500	83
\$1,000,000-\$2,999,999	\$111,646	\$100,000	\$86,103	\$124,625	80
\$3,000,000-\$4,999,999	\$144,419	\$132,800	\$120,000	\$169,750	20
\$5,000,000-\$9,999,999	\$150,033	\$128,000	\$90,000	\$157,000	15
\$10,000,000-\$49,999,999	\$163,654	\$135,000	\$119,000	\$150,000	13
\$50,000,000-\$74,999,999	\$106,667	\$74,000	\$64,000	\$133,000	3
\$75,000,000 - \$99,999,999	\$122,667	\$90,000	\$84,000	\$145,000	3
\$100 million or more	\$131,833	\$98,000	\$97,750	\$149,000	3
I don't know	\$95,000	\$95,000	\$82,500	\$107,500	2
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$118,471	\$110,000	\$82,000	\$140,000	17
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$81,929	\$78,750	\$60,000	\$100,000	49
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$96,953	\$86,735	\$69,695	\$106,000	76
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$94,745	\$81,750	\$61,750	\$112,000	20
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$91,462	\$85,000	\$64,830	\$105,250	52
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$86,540	\$79,000	\$60,000	\$103,750	58
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$86,543	\$80,000	\$65,000	\$106,000	33
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$124,599	\$100,438	\$72,100	\$139,821	22
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$118,166	\$119,000	\$78,500	\$147,500	46

Agency CEO/ED, U.S.	Mean	Median	Percentile		Count
			25th	75th	
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$82,945	\$79,375	\$60,500	\$110,000	70
Population of 50,000-999,999	\$88,221	\$82,250	\$61,975	\$105,000	202
Population of 1,000,000-2,999,999	\$107,651	\$96,500	\$72,086	\$133,000	61
Population of 3 million or more	\$150,716	\$120,000	\$90,000	\$184,500	37
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$70,249	\$62,500	\$46,600	\$83,500	55
4-6 years	\$89,261	\$71,400	\$55,000	\$96,500	37
7-9 years	\$87,297	\$80,000	\$69,700	\$105,000	37
10-14 years	\$97,480	\$90,000	\$72,750	\$113,000	64
15-19 years	\$98,301	\$90,000	\$71,500	\$110,750	52
20-24 years	\$107,554	\$100,000	\$80,000	\$120,000	49
25-29 years	\$129,227	\$105,000	\$76,875	\$160,000	30
30 or more years	\$109,912	\$99,750	\$70,000	\$140,357	32
For how many years have you been with your current employer?					
One year or less	\$81,633	\$78,000	\$60,000	\$100,000	49
2.0 years	\$98,028	\$101,000	\$67,250	\$125,250	46
3.0 years	\$95,469	\$78,000	\$62,600	\$106,000	43
4.0 years	\$95,670	\$86,000	\$70,700	\$102,430	35
5-6 years	\$112,493	\$96,750	\$70,250	\$132,250	50
7-9 years	\$94,890	\$82,000	\$60,000	\$112,000	41
10-14 years	\$103,132	\$90,000	\$70,000	\$122,000	57
15 or more years	\$87,265	\$81,000	\$72,000	\$109,500	35
What is your current age?					
Under Age 25	\$70,000	\$70,000	\$70,000	\$70,000	1
25-34 years old	\$60,501	\$57,000	\$43,500	\$71,200	23
35-44 years old	\$86,381	\$84,500	\$61,650	\$106,250	76
45-54 years old	\$104,445	\$91,750	\$69,470	\$120,500	108
55-64 years old	\$104,178	\$89,000	\$70,000	\$126,000	121
65 or more years old	\$91,232	\$82,000	\$67,000	\$106,000	25
How would you describe your gender identity?					
Man or Male or Masculine	\$100,423	\$89,500	\$65,750	\$122,250	84
Woman or Female or Feminine	\$94,529	\$85,000	\$65,000	\$115,000	269
Prefer not to answer	\$164,000	\$72,000	\$71,000	\$211,000	3

Agency CEO/ED, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$78,931	\$75,000	\$63,250	\$89,988	8
Associate's degree	\$64,333	\$52,000	\$47,000	\$80,000	9
Bachelor's degree	\$94,143	\$85,000	\$63,125	\$111,500	138
Master's degree	\$98,547	\$90,000	\$68,000	\$120,000	172
Doctorate	\$102,300	\$100,000	\$65,000	\$120,000	17
Other advanced degree (JD, MD, DO, etc.)	\$139,408	\$120,000	\$105,930	\$161,500	7
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$90,873	\$86,746	\$81,869	\$95,750	4
Which of the following professional certifications do you hold?					
CFRE	\$124,177	\$105,875	\$84,500	\$144,500	71
ACFRE	\$107,500	\$107,500	\$101,250	\$113,750	2
University-based certification program in fundraising or nonprofit management	\$95,465	\$90,500	\$70,000	\$113,750	58
Other designation as fellow, certificate holder, or other	\$105,511	\$99,700	\$75,000	\$117,500	39
None of the above	\$87,056	\$80,000	\$60,000	\$105,750	210

Table 65: Salary Data for Chief Development Officer – U.S.

Chief Development Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$85,980	\$71,000	\$57,000	\$106,250	28
Arts: Cultural or Heritage Focus	\$108,354	\$85,000	\$70,000	\$100,000	45
Arts: Performance, Exhibition, Creation	\$91,080	\$77,500	\$55,750	\$111,000	90
Arts: Public Broadcasting, Nonprofit Publishing	\$94,660	\$67,500	\$55,000	\$67,500	5
Association or Membership Foundation	\$93,057	\$87,400	\$62,000	\$110,000	13
Civic and Public Affairs	\$93,391	\$95,000	\$70,000	\$107,000	23
Community Development/Economic Development	\$82,381	\$69,500	\$55,000	\$85,625	40
	\$54,000	\$52,000	\$46,000	\$61,000	3
Education: Higher Education	\$122,322	\$115,000	\$90,000	\$145,000	77
Education: Primary or Secondary Education	\$98,779	\$87,750	\$70,000	\$125,000	100
Education: Pre-K	\$78,878	\$74,283	\$62,375	\$92,569	30
Education: Other	\$101,024	\$78,000	\$65,000	\$98,000	53
Environment	\$88,098	\$79,000	\$65,000	\$101,000	49
Fundraising & Allocations: Federated or Collective Fundraising	\$95,444	\$87,000	\$52,000	\$105,000	9
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$97,571	\$82,500	\$74,250	\$110,000	14
Government or Quasi-Governmental Agency	\$92,212	\$72,637	\$60,319	\$114,319	3
Health: National or Regional Health Agency	\$101,407	\$97,000	\$75,000	\$124,500	27
Health Services (hospital, clinic, nursing home, specialized services)	\$100,712	\$88,054	\$70,000	\$120,000	125
Human Services: Development & Social Services	\$87,076	\$76,000	\$60,000	\$103,000	241
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$83,072	\$79,000	\$63,500	\$98,500	99
Human Services: Multi-Service Center	\$110,240	\$68,500	\$56,000	\$91,350	42
International: Emergency Relief/Humanitarian Aid	\$132,913	\$99,565	\$90,000	\$182,000	5
International Development/Overseas Aid and Support	\$112,528	\$99,565	\$72,500	\$137,500	15
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$83,114	\$75,000	\$60,000	\$91,582	39
Scientific or Social Science Research or Other Educational Body	\$156,124	\$140,000	\$118,000	\$220,000	9
None of the above	\$94,321	\$90,022	\$69,500	\$107,500	31

Chief Development Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$116,596	\$100,000	\$72,625	\$149,500	82
National	\$115,734	\$105,000	\$78,500	\$138,500	127
Selected States (operations in states separated by other states)	\$105,465	\$93,400	\$78,500	\$128,000	46
State and/or Regional (operations in more than one contiguous state)	\$99,937	\$85,000	\$65,000	\$120,000	257
Local or Multiple Communities	\$89,028	\$78,000	\$62,000	\$105,000	597
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$56,172	\$56,620	\$38,750	\$66,250	20
\$100,000-\$249,999	\$65,182	\$65,000	\$50,000	\$78,000	67
\$250,000-\$499,999	\$69,878	\$67,105	\$55,000	\$80,000	117
\$500,000-\$999,999	\$79,121	\$75,000	\$59,750	\$95,000	188
\$1,000,000-\$2,999,999	\$94,437	\$85,000	\$68,000	\$107,844	311
\$3,000,000-\$4,999,999	\$116,357	\$109,000	\$89,000	\$140,000	117
\$5,000,000-\$9,999,999	\$123,382	\$120,000	\$84,250	\$151,500	80
\$10,000,000-\$49,999,999	\$155,349	\$151,000	\$115,000	\$194,000	61
\$50,000,000-\$74,999,999	\$141,638	\$112,000	\$102,500	\$181,732	7
\$75,000,000-\$99,999,999	\$104,000	\$104,000	\$101,000	\$107,000	2
\$100 million or more	\$147,058	\$136,500	\$100,000	\$231,250	8
I don't know	\$56,500	\$54,500	\$47,750	\$63,250	4
How many FTE fundraising professionals work in your organization?					
None	\$60,731	\$65,000	\$50,000	\$70,000	13
.001-1.99	\$71,676	\$70,000	\$54,000	\$85,000	336
2.00-5.99	\$101,334	\$90,000	\$72,000	\$119,750	446
6.00-10.99	\$135,878	\$120,000	\$85,000	\$152,000	95
11.00-20.99	\$134,648	\$130,000	\$82,250	\$178,000	51
More than 20	\$113,297	\$92,000	\$70,000	\$132,000	53

Chief Development Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$58,309	\$53,500	\$41,250	\$73,750	14
\$250,000-\$499,999	\$68,349	\$68,000	\$50,000	\$79,000	45
\$500,000-\$999,999	\$68,934	\$63,556	\$50,250	\$75,000	82
\$1,000,000-\$2,999,999	\$78,809	\$70,000	\$57,222	\$87,500	273
\$3,000,000-\$4,999,999	\$86,463	\$82,300	\$67,411	\$103,000	123
\$5,000,000-\$9,999,999	\$94,438	\$88,000	\$72,000	\$110,000	149
\$10,000,000-\$49,999,999	\$126,284	\$113,000	\$85,250	\$149,125	214
\$50,000,000-\$74,999,999	\$130,750	\$116,500	\$99,000	\$158,250	24
\$75,000,000 - \$99,999,999	\$160,643	\$158,500	\$131,250	\$200,000	14
\$100 million or more	\$161,194	\$146,000	\$115,000	\$200,000	33
I don't know	\$94,385	\$85,000	\$70,000	\$106,000	29
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$116,158	\$102,000	\$75,000	\$146,000	65
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$94,343	\$80,000	\$67,250	\$105,250	108
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$96,765	\$80,317	\$63,500	\$110,000	213
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$105,623	\$73,500	\$59,500	\$92,000	44
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$96,224	\$85,000	\$65,000	\$118,000	111
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$88,717	\$75,000	\$60,000	\$108,000	195
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$92,177	\$76,000	\$60,000	\$108,500	91
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$81,620	\$75,000	\$62,250	\$93,750	42
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$106,484	\$100,000	\$80,000	\$123,275	135
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	\$41,700	\$41,700	\$41,700	\$41,700	1
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$92,048	\$80,000	\$60,000	\$113,000	93
Population of 50,000-999,999	\$84,240	\$75,000	\$60,500	\$101,500	475
Population of 1,000,000-2,999,999	\$102,960	\$82,000	\$65,000	\$108,000	225
Population of 3 million or more	\$119,926	\$110,000	\$83,000	\$144,000	209

Chief Development Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$61,253	\$60,000	\$49,000	\$71,200	93
4-6 years	\$71,343	\$65,000	\$54,000	\$80,000	115
7-9 years	\$76,499	\$75,000	\$60,000	\$83,000	117
10-14 years	\$90,830	\$84,500	\$70,000	\$108,612	178
15-19 years	\$100,624	\$90,000	\$71,250	\$120,000	150
20-24 years	\$115,736	\$102,000	\$75,000	\$135,000	143
25-29 years	\$122,044	\$119,000	\$87,750	\$136,500	94
30 or more years	\$132,055	\$110,000	\$87,000	\$170,000	83
For how many years have you been with your current employer?					
One year or less	\$97,022	\$80,000	\$67,500	\$112,000	173
2.0 years	\$88,696	\$78,000	\$63,000	\$105,000	187
3.0 years	\$95,746	\$78,000	\$63,500	\$119,000	151
4.0 years	\$87,351	\$79,500	\$61,500	\$103,000	83
5-6 years	\$99,287	\$92,000	\$69,000	\$120,745	137
7-9 years	\$88,578	\$86,400	\$60,500	\$106,500	99
10-14 years	\$103,212	\$88,000	\$65,000	\$110,000	79
15 or more years	\$117,373	\$105,500	\$75,000	\$141,154	64
What is your current age?					
Under Age 25	\$43,000	\$41,000	\$40,000	\$45,000	3
25-34 years old	\$71,407	\$67,750	\$54,875	\$80,125	132
35-44 years old	\$87,951	\$80,000	\$62,000	\$103,500	240
45-54 years old	\$104,699	\$88,650	\$69,000	\$127,750	286
55-64 years old	\$106,272	\$91,172	\$72,250	\$125,000	255
65 or more years old	\$95,276	\$86,000	\$63,000	\$110,000	51
How would you describe your gender identity?					
Man or Male or Masculine	\$108,019	\$96,500	\$69,750	\$135,000	168
Woman or Female or Feminine	\$93,142	\$80,000	\$65,000	\$110,000	791
Transgender Woman or Female or Feminine	\$128,267	\$120,000	\$110,000	\$142,400	3
Gender non-conforming, Gender queer, Non-Binary	\$74,667	\$75,000	\$72,500	\$77,000	3
Prefer not to answer	\$114,167	\$108,000	\$93,500	\$138,250	6

Chief Development Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$81,015	\$70,000	\$57,350	\$88,500	23
Associate's degree	\$67,553	\$68,500	\$45,000	\$78,330	25
Bachelor's degree	\$94,822	\$83,500	\$65,000	\$112,425	462
Master's degree	\$98,642	\$85,000	\$68,000	\$120,000	405
Doctorate	\$116,249	\$118,408	\$85,541	\$140,250	18
Other advanced degree (JD, MD, DO, etc.)	\$106,672	\$80,110	\$75,000	\$107,000	25
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$83,002	\$70,000	\$59,750	\$85,250	10
Which of the following professional certifications do you hold?					
CFRE	\$114,747	\$104,000	\$80,317	\$135,000	265
ACFRE	\$139,250	\$136,000	\$94,000	\$181,250	4
University-based certification program in fundraising or nonprofit management	\$101,920	\$88,000	\$70,000	\$120,000	147
Other designation as fellow, certificate holder, or other	\$96,470	\$85,700	\$67,250	\$107,250	100
None of the above	\$88,016	\$75,000	\$60,000	\$105,000	520

Table 66: Salary Data for Associate Vice Chancellor, Deputy / Assistant / Associate Director, Vice President – U.S.

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$87,000	\$87,000	\$87,000	\$87,000	1
Arts: Cultural or Heritage Focus	\$81,625	\$98,250	\$76,000	\$103,875	4
Arts: Performance, Exhibition, Creation (dance, drama, theatre, music, museum, historic preservation, arts center, etc.)	\$84,175	\$72,500	\$64,250	\$91,250	12
Arts: Public Broadcasting, Nonprofit Publishing	\$81,250	\$81,250	\$80,625	\$81,875	2
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$68,000	\$68,000	\$68,000	\$68,000	1
Community Development/Economic Development (includes affordable housing)	\$76,250	\$76,250	\$64,625	\$87,875	2
Education: Higher Education (college, university, community college and/or affiliated foundation)	\$133,173	\$120,000	\$93,000	\$156,000	33
Education: Primary or Secondary Education (private, public and/or affiliated foundation)	\$72,354	\$70,000	\$60,000	\$75,000	9
Education: Pre-K (child care, early childhood education, referrals, parental advice)	\$61,890	\$61,890	\$61,890	\$61,890	1
Education: Other (public library foundation, literacy, vocational training, scholarships, Greek foundation)	\$73,000	\$73,000	\$70,500	\$75,500	2
Environment (wildlife, habitat, conservation, environmental education, etc.)	\$137,125	\$142,750	\$79,375	\$200,500	4
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$163,000	\$163,000	\$163,000	\$163,000	1
Health: National or Regional Health Agency (research or advocacy, disease or health-related problem)	\$125,250	\$129,000	\$97,000	\$155,375	3
Health Services (hospital, clinic, nursing home, specialized services)	\$121,238	\$108,000	\$82,000	\$148,408	29
Human Services: Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$80,680	\$69,000	\$57,750	\$82,375	18
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$84,688	\$66,250	\$59,250	\$96,000	8
Human Services: Multi-Service Center (the YMCA, a community center, neighborhood services, etc.)	\$96,200	\$84,000	\$75,000	\$90,000	5
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$75,000	\$75,000	\$75,000	\$75,000	1
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$158,257	\$181,750	\$137,886	\$190,375	3
None of the above	\$107,000	\$115,000	\$102,000	\$116,000	3

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$152,033	\$145,954	\$110,250	\$201,250	20
National	\$126,203	\$110,000	\$85,000	\$154,000	21
Selected States (operations in states separated by other states)	\$98,429	\$73,000	\$67,500	\$109,500	7
State and/or Regional (operations in more than one contiguous state)	\$100,952	\$83,250	\$70,500	\$120,000	38
Local or Multiple Communities	\$97,028	\$88,000	\$64,750	\$117,075	60
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$75,000	\$75,000	\$75,000	\$75,000	1
\$250,000-\$499,999	\$55,800	\$55,000	\$50,000	\$65,000	5
\$500,000-\$999,999	\$64,751	\$60,800	\$54,750	\$71,978	8
\$1,000,000-\$2,999,999	\$76,394	\$72,500	\$60,945	\$87,000	23
\$3,000,000-\$4,999,999	\$91,136	\$80,000	\$71,500	\$106,500	11
\$5,000,000-\$9,999,999	\$100,656	\$98,250	\$82,500	\$107,750	16
\$10,000,000-\$49,999,999	\$113,452	\$110,000	\$84,250	\$136,250	36
\$50,000,000-\$74,999,999	\$177,200	\$175,000	\$115,000	\$204,000	5
\$75,000,000-\$99,999,999	\$200,000	\$215,000	\$190,000	\$225,000	4
\$100 million or more	\$169,513	\$172,375	\$107,750	\$215,000	12
I don't know	\$55,000	\$55,000	\$55,000	\$55,000	1
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$80,575	\$64,500	\$56,950	\$82,750	8
2.00-5.99	\$83,035	\$75,000	\$64,875	\$95,516	44
6.00-10.99	\$93,790	\$89,000	\$68,000	\$108,000	27
11.00-20.99	\$112,067	\$99,500	\$91,500	\$114,000	15
More than 20	\$165,538	\$155,000	\$125,000	\$208,500	28

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$120,000	\$120,000	\$120,000	\$120,000	1
\$250,000-\$499,999	\$144,000	\$144,000	\$134,500	\$153,500	2
\$500,000-\$999,999	\$69,000	\$69,000	\$67,000	\$71,000	2
\$1,000,000-\$2,999,999	\$81,517	\$75,000	\$55,650	\$105,000	18
\$3,000,000-\$4,999,999	\$116,000	\$94,000	\$76,500	\$145,250	6
\$5,000,000-\$9,999,999	\$78,182	\$75,000	\$62,500	\$87,000	11
\$10,000,000-\$49,999,999	\$95,942	\$88,000	\$68,875	\$113,750	42
\$50,000,000-\$74,999,999	\$89,178	\$70,000	\$64,000	\$85,000	5
\$75,000,000 - \$99,999,999	\$120,000	\$120,000	\$110,000	\$130,000	2
\$100 million or more	\$160,403	\$155,704	\$113,325	\$209,500	22
I don't know	\$121,074	\$104,490	\$81,353	\$135,000	12
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$76,944	\$82,000	\$68,500	\$89,000	9
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$113,969	\$93,000	\$68,500	\$121,000	15
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$95,518	\$76,000	\$64,445	\$97,011	27
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$82,880	\$71,400	\$64,000	\$75,000	5
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$109,300	\$117,300	\$67,500	\$140,000	11
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$109,198	\$109,000	\$71,375	\$136,250	24
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$91,801	\$83,955	\$73,750	\$100,875	8
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$101,588	\$90,250	\$85,050	\$105,000	8
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$146,106	\$125,000	\$100,875	\$198,750	18
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$81,321	\$64,500	\$61,890	\$110,000	9
Population of 50,000-999,999	\$95,373	\$82,000	\$67,000	\$125,000	33
Population of 1,000,000-2,999,999	\$100,404	\$89,000	\$67,000	\$121,500	38
Population of 3 million or more	\$128,317	\$105,490	\$81,875	\$165,000	44

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$62,222	\$62,000	\$53,000	\$70,000	9
4-6 years	\$66,289	\$64,500	\$57,000	\$74,375	14
7-9 years	\$92,044	\$75,000	\$68,375	\$106,750	16
10-14 years	\$98,614	\$86,000	\$73,500	\$117,000	22
15-19 years	\$125,725	\$110,000	\$90,000	\$149,000	21
20-24 years	\$126,669	\$113,000	\$93,000	\$156,000	17
25-29 years	\$122,832	\$82,250	\$66,918	\$133,125	6
30 or more years	\$156,144	\$157,000	\$127,500	\$178,375	15
For how many years have you been with your current employer?					
One year or less	\$103,639	\$84,500	\$68,875	\$121,750	18
2.0 years	\$91,461	\$83,500	\$75,000	\$103,750	18
3.0 years	\$82,266	\$70,700	\$54,750	\$94,250	20
4.0 years	\$134,188	\$122,000	\$89,375	\$186,063	12
5-6 years	\$86,973	\$83,000	\$64,500	\$100,980	17
7-9 years	\$130,372	\$105,000	\$74,600	\$186,500	11
10-14 years	\$133,645	\$125,000	\$79,250	\$159,500	11
15 or more years	\$142,531	\$135,000	\$106,000	\$163,000	13
What is your current age?					
25-34 years old	\$69,302	\$66,500	\$58,750	\$75,000	20
35-44 years old	\$102,671	\$89,000	\$75,000	\$117,300	37
45-54 years old	\$113,672	\$113,000	\$71,500	\$139,250	35
55-64 years old	\$136,585	\$130,000	\$84,000	\$165,000	25
65 or more years old	\$162,500	\$162,500	\$133,750	\$191,250	2
How would you describe your gender identity?					
Man or Male or Masculine	\$124,700	\$106,500	\$78,150	\$150,306	28
Woman or Female or Feminine	\$103,422	\$87,500	\$67,500	\$125,000	91

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$127,000	\$122,000	\$88,500	\$163,000	3
Associate's degree	\$50,000	\$50,000	\$50,000	\$50,000	1
Bachelor's degree	\$98,974	\$82,500	\$65,000	\$125,000	53
Master's degree	\$113,267	\$96,761	\$75,750	\$144,875	56
Doctorate	\$90,100	\$88,200	\$69,550	\$108,750	4
Other advanced degree (JD, MD, DO, etc.)	\$270,000	\$270,000	\$255,000	\$285,000	2
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$83,000	\$83,000	\$83,000	\$83,000	1
Which of the following professional certifications do you hold?					
CFRE	\$119,127	\$121,000	\$82,250	\$147,181	38
University-based certification program in fundraising or nonprofit management	\$93,486	\$80,455	\$67,750	\$123,750	18
Other designation as fellow, certificate holder, or other	\$91,443	\$82,000	\$63,000	\$116,250	8
None of the above	\$109,818	\$87,250	\$69,625	\$120,000	64

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$127,000	\$122,000	\$88,500	\$163,000	3
Associate's degree	\$50,000	\$50,000	\$50,000	\$50,000	1
Bachelor's degree	\$98,974	\$82,500	\$65,000	\$125,000	53
Master's degree	\$113,267	\$96,761	\$75,750	\$144,875	56
Doctorate	\$90,100	\$88,200	\$69,550	\$108,750	4
Other advanced degree (JD, MD, DO, etc.)	\$270,000	\$270,000	\$255,000	\$285,000	2
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$83,000	\$83,000	\$83,000	\$83,000	1
Which of the following professional certifications do you hold?					
CFRE	\$119,127	\$121,000	\$82,250	\$147,181	38
University-based certification program in fundraising or nonprofit management	\$93,486	\$80,455	\$67,750	\$123,750	18
Other designation as fellow, certificate holder, or other	\$91,443	\$82,000	\$63,000	\$116,250	8
None of the above	\$109,818	\$87,250	\$69,625	\$120,000	64

Table 67: Salary Data for Fundraising Program Director – U.S.

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$75,833	\$75,000	\$58,000	\$88,250	6
Arts: Cultural or Heritage Focus	\$56,000	\$54,750	\$47,250	\$57,000	8
Arts: Performance, Exhibition, Creation	\$60,012	\$56,328	\$42,363	\$71,500	20
Arts: Public Broadcasting, Nonprofit Publishing	\$56,480	\$50,000	\$45,150	\$61,250	5
Association or Membership Foundation	\$88,000	\$87,000	\$65,000	\$115,000	5
Civic and Public Affairs	\$60,050	\$65,100	\$58,150	\$67,000	4
Community Development/Economic Development	\$68,500	\$64,000	\$56,500	\$73,750	11
Education: Higher Education	\$84,430	\$81,500	\$70,000	\$105,500	44
Education: Primary or Secondary Education	\$71,796	\$65,000	\$59,000	\$83,000	25
Education: Pre-K	\$59,829	\$62,300	\$51,000	\$66,000	7
Education: Other	\$66,964	\$58,000	\$46,500	\$70,750	11
Environment	\$69,325	\$64,000	\$54,250	\$82,500	14
Fundraising & Allocations: Federated or Collective Fundraising	\$51,355	\$51,000	\$40,000	\$60,250	8
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$72,417	\$59,000	\$48,500	\$93,125	6
Health: National or Regional Health Agency	\$67,577	\$60,000	\$53,500	\$90,800	11
Health Services	\$84,826	\$76,500	\$57,523	\$101,500	35
Human Services: Development & Social Services	\$65,135	\$61,600	\$50,500	\$76,750	50
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$65,214	\$61,150	\$55,413	\$74,600	14
Human Services: Multi-Service Center	\$66,545	\$63,000	\$54,750	\$68,750	11
International: Emergency Relief/Humanitarian Aid	\$65,000	\$65,000	\$65,000	\$65,000	1
International Development/Overseas Aid and Support (excluding emergency relief)	\$91,000	\$91,000	\$91,000	\$91,000	1
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$74,840	\$72,000	\$65,000	\$113,500	5
Scientific or Social Science Research or Other Educational Body	\$135,000	\$135,000	\$135,000	\$135,000	1
None of the above	\$80,722	\$70,500	\$50,000	\$82,000	9

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$85,531	\$75,000	\$61,400	\$116,750	31
National	\$79,582	\$72,000	\$57,750	\$103,250	40
Selected States (operations in states separated by other states)	\$80,875	\$74,500	\$60,975	\$94,750	12
State and/or Regional (operations in more than one contiguous state)	\$71,461	\$64,000	\$53,000	\$82,000	85
Local or Multiple Communities	\$66,638	\$61,350	\$51,750	\$80,000	144
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$59,819	\$56,000	\$43,000	\$80,000	13
\$100,000-\$249,999	\$69,773	\$67,000	\$46,500	\$83,750	11
\$250,000-\$499,999	\$54,150	\$48,000	\$42,750	\$64,750	10
\$500,000-\$999,999	\$55,684	\$57,000	\$49,000	\$62,150	31
\$1,000,000-\$2,999,999	\$63,057	\$59,500	\$50,700	\$73,750	51
\$3,000,000-\$4,999,999	\$75,116	\$75,000	\$54,875	\$86,526	36
\$5,000,000-\$9,999,999	\$76,839	\$65,000	\$57,875	\$96,500	27
\$10,000,000-\$49,999,999	\$78,442	\$75,500	\$61,250	\$96,500	46
\$50,000,000-\$74,999,999	\$90,844	\$94,650	\$70,738	\$104,375	8
\$75,000,000-\$99,999,999	\$118,333	\$100,000	\$77,500	\$150,000	3
\$100 million or more	\$105,721	\$110,000	\$74,000	\$127,750	16
I don't know	\$95,000	\$90,000	\$70,750	\$114,250	4
How many FTE fundraising professionals work in your organization?					
None	\$58,500	\$59,500	\$58,000	\$65,000	5
.001-1.99	\$64,239	\$60,000	\$50,000	\$74,000	41
2.00-5.99	\$62,747	\$60,000	\$50,000	\$72,500	89
6.00-10.99	\$75,775	\$70,500	\$57,512	\$88,000	54
11.00-20.99	\$80,213	\$81,500	\$56,500	\$99,575	30
More than 20	\$92,959	\$85,000	\$68,000	\$107,000	37

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$55,350	\$65,000	\$41,500	\$72,000	7
\$250,000-\$499,999	\$58,623	\$48,500	\$44,000	\$62,000	13
\$500,000-\$999,999	\$63,388	\$60,000	\$53,500	\$64,750	12
\$1,000,000-\$2,999,999	\$62,467	\$58,000	\$50,200	\$71,750	43
\$3,000,000-\$4,999,999	\$61,680	\$58,000	\$48,000	\$72,500	23
\$5,000,000-\$9,999,999	\$71,252	\$62,200	\$54,875	\$85,000	24
\$10,000,000-\$49,999,999	\$72,786	\$70,500	\$58,750	\$85,000	55
\$50,000,000-\$74,999,999	\$97,500	\$94,500	\$84,250	\$109,250	6
\$75,000,000 - \$99,999,999	\$72,200	\$64,000	\$63,000	\$77,000	5
\$100 million or more	\$102,198	\$101,500	\$75,000	\$120,978	28
I don't know	\$76,765	\$71,000	\$56,000	\$93,000	45
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$68,284	\$65,000	\$56,750	\$70,750	14
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$78,334	\$73,400	\$60,000	\$91,052	31
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$76,286	\$65,000	\$54,500	\$99,150	43
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$64,739	\$62,000	\$55,000	\$67,000	9
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$66,701	\$65,000	\$50,500	\$79,750	38
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$68,986	\$61,000	\$54,500	\$80,000	57
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$68,713	\$55,000	\$48,125	\$82,750	26
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$79,545	\$60,000	\$52,500	\$93,000	11
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$80,819	\$80,000	\$60,000	\$100,000	33
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$68,900	\$67,500	\$52,750	\$83,500	24
Population of 50,000-999,999	\$68,108	\$60,500	\$50,000	\$80,000	112
Population of 1,000,000-2,999,999	\$68,409	\$61,750	\$54,875	\$79,250	68
Population of 3 million or more	\$88,581	\$90,000	\$65,000	\$111,500	57

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$54,543	\$50,000	\$43,000	\$65,000	41
4-6 years	\$59,662	\$57,000	\$50,000	\$65,000	53
7-9 years	\$70,895	\$65,000	\$59,273	\$79,000	43
10-14 years	\$78,763	\$74,200	\$61,625	\$98,691	50
15-19 years	\$90,143	\$87,000	\$70,625	\$108,625	24
20-24 years	\$102,898	\$108,750	\$77,375	\$120,518	18
25-29 years	\$86,087	\$83,300	\$66,950	\$113,000	13
30 or more years	\$90,125	\$83,000	\$68,250	\$98,000	8
For how many years have you been with your current employer?					
One year or less	\$68,555	\$61,600	\$50,000	\$75,000	50
2.0 years	\$70,210	\$64,000	\$54,250	\$81,000	43
3.0 years	\$64,650	\$60,500	\$48,500	\$71,875	42
4.0 years	\$66,199	\$60,000	\$55,164	\$79,250	22
5-6 years	\$76,035	\$70,000	\$59,375	\$88,500	39
7-9 years	\$76,258	\$70,500	\$58,000	\$85,000	25
10-14 years	\$87,884	\$98,300	\$64,500	\$113,250	15
15 or more years	\$102,299	\$108,000	\$74,000	\$123,923	14
What is your current age?					
Under Age 25	\$36,000	\$36,000	\$36,000	\$36,000	1
25-34 years old	\$59,424	\$56,650	\$48,000	\$67,000	65
35-44 years old	\$75,022	\$70,000	\$57,000	\$90,000	85
45-54 years old	\$76,357	\$71,000	\$52,500	\$103,000	45
55-64 years old	\$84,267	\$76,500	\$62,250	\$100,400	47
65 or more years old	\$77,138	\$70,000	\$64,000	\$71,000	5
How would you describe your gender identity?					
Man or Male or Masculine	\$85,680	\$80,000	\$64,625	\$105,500	47
Woman or Female or Feminine	\$69,912	\$63,000	\$53,000	\$83,000	197
Transgender Woman or Female or Feminine	\$72,500	\$72,500	\$71,250	\$73,750	2
Gender non-conforming, Gender queer, Non-Binary	\$63,200	\$63,200	\$63,200	\$63,200	1
Prefer not to answer	\$64,000	\$64,000	\$64,000	\$64,000	1

Fundraising Program Director, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$65,500	\$56,000	\$51,250	\$72,000	7
Associate's degree	\$53,083	\$56,000	\$49,000	\$58,625	3
Bachelor's degree	\$68,088	\$61,200	\$51,500	\$80,500	123
Master's degree	\$76,263	\$71,000	\$59,023	\$91,052	103
Doctorate	\$106,200	\$105,000	\$100,000	\$120,000	5
Other advanced degree (JD, MD, DO, etc.)	\$119,600	\$109,000	\$98,000	\$111,000	5
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$70,000	\$70,000	\$65,000	\$75,000	2
Which of the following professional certifications do you hold?					
CFRE	\$90,706	\$91,000	\$71,000	\$109,000	49
ACFRE	\$55,000	\$55,000	\$55,000	\$55,000	1
University-based certification program in fundraising or nonprofit management	\$71,388	\$67,842	\$56,500	\$83,150	39
Other designation as fellow, certificate holder, or other	\$76,517	\$65,000	\$54,250	\$104,500	26
None of the above	\$69,322	\$62,150	\$51,250	\$81,750	146

Table 68: Salary Data for Fundraising Officer- U.S.

Fundraising Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$56,607	\$58,500	\$45,125	\$69,250	16
Arts: Cultural or Heritage Focus	\$54,440	\$51,000	\$46,600	\$56,000	9
Arts: Performance, Exhibition, Creation	\$63,310	\$55,000	\$46,000	\$76,000	33
Arts: Public Broadcasting, Nonprofit Publishing	\$57,500	\$53,000	\$43,750	\$66,750	4
Association or Membership Foundation	\$64,700	\$58,000	\$46,000	\$73,500	5
Civic and Public Affairs	\$67,887	\$66,000	\$57,000	\$82,000	15
Community Development/Economic Development	\$59,361	\$54,500	\$50,890	\$62,000	14
Education: Higher Education	\$80,650	\$82,000	\$63,000	\$95,000	65
Education: Primary or Secondary Education	\$66,483	\$56,000	\$50,000	\$85,000	17
Education: Pre-K	\$47,500	\$47,500	\$41,250	\$53,750	2
Education: Other	\$68,875	\$50,000	\$47,938	\$102,500	6
Environment	\$68,068	\$64,000	\$58,000	\$80,000	25
Fundraising & Allocations: Federated or Collective Fundraising	\$68,143	\$64,000	\$51,500	\$85,000	7
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$71,773	\$65,000	\$50,500	\$87,500	11
Government or Quasi-Government Agency	\$73,000	\$73,000	\$73,000	\$73,000	1
Health: National or Regional Health Agency	\$76,447	\$75,000	\$54,000	\$80,000	19
Health Services	\$86,601	\$78,000	\$63,500	\$102,000	49
Human Services: Development & Social Services	\$62,390	\$58,600	\$51,000	\$73,750	50
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$63,487	\$57,200	\$46,500	\$71,500	23
Human Services: Multi-Service Center	\$70,739	\$62,130	\$52,500	\$82,500	11
International: Emergency Relief/Humanitarian Aid	\$56,250	\$55,000	\$51,500	\$59,750	4
International Development/Overseas Aid and Support (excluding emergency relief)	\$60,000	\$62,000	\$51,000	\$67,750	6
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$70,222	\$77,000	\$50,000	\$94,000	9
Scientific or Social Science Research or Other Educational Body	\$99,200	\$85,000	\$78,000	\$130,000	5
None of the above	\$63,667	\$69,000	\$54,500	\$71,500	6

Fundraising Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$77,005	\$72,000	\$59,000	\$90,000	63
National	\$78,151	\$76,500	\$60,000	\$92,500	64
Selected States (operations in states separated by other states)	\$81,392	\$78,125	\$70,500	\$92,250	15
State and/or Regional (operations in more than one contiguous state)	\$71,537	\$66,000	\$50,500	\$85,500	103
Local or Multiple Communities	\$68,219	\$62,000	\$50,000	\$82,000	161
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$51,036	\$50,000	\$44,125	\$58,000	7
\$100,000-\$249,999	\$57,827	\$51,000	\$38,000	\$62,100	15
\$250,000-\$499,999	\$53,118	\$54,000	\$43,000	\$60,000	17
\$500,000-\$999,999	\$54,422	\$48,750	\$45,000	\$62,500	28
\$1,000,000-\$2,999,999	\$66,368	\$60,000	\$51,750	\$78,000	72
\$3,000,000-\$4,999,999	\$71,261	\$65,000	\$50,250	\$84,750	34
\$5,000,000-\$9,999,999	\$79,360	\$75,000	\$63,000	\$98,000	51
\$10,000,000-\$49,999,999	\$80,754	\$77,000	\$60,250	\$93,500	66
\$50,000,000-\$74,999,999	\$82,784	\$81,000	\$62,750	\$99,250	16
\$75,000,000-\$99,999,999	\$72,096	\$75,500	\$68,750	\$78,846	4
\$100 million or more	\$94,438	\$94,250	\$71,750	\$106,250	24
I don't know	\$50,750	\$57,000	\$48,875	\$64,625	8
How many FTE fundraising professionals work in your organization?					
None	\$56,000	\$56,000	\$56,000	\$56,000	1
.001-1.99	\$59,299	\$55,000	\$41,000	\$65,000	49
2.00-5.99	\$65,640	\$60,000	\$48,750	\$78,000	131
6.00-10.99	\$76,897	\$75,000	\$58,000	\$92,000	61
11.00-20.99	\$81,621	\$76,000	\$62,750	\$92,000	40
More than 20	\$82,932	\$80,000	\$64,500	\$98,000	55

Fundraising Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$57,125	\$57,125	\$52,188	\$62,063	2
\$250,000-\$499,999	\$46,343	\$48,300	\$40,750	\$53,750	10
\$500,000-\$999,999	\$59,373	\$60,500	\$44,375	\$77,206	24
\$1,000,000-\$2,999,999	\$58,409	\$55,000	\$42,500	\$65,000	49
\$3,000,000-\$4,999,999	\$70,213	\$63,565	\$50,000	\$85,000	34
\$5,000,000-\$9,999,999	\$70,645	\$63,500	\$52,920	\$77,000	32
\$10,000,000-\$49,999,999	\$74,608	\$74,000	\$53,000	\$86,700	69
\$50,000,000-\$74,999,999	\$78,538	\$73,000	\$67,000	\$90,000	13
\$75,000,000 - \$99,999,999	\$85,771	\$78,625	\$75,250	\$100,638	14
\$100 million or more	\$90,417	\$90,000	\$74,500	\$102,250	36
I don't know	\$73,347	\$71,500	\$57,500	\$92,000	60
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$92,153	\$86,275	\$73,250	\$110,000	20
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$64,182	\$60,000	\$50,000	\$71,000	33
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$64,789	\$60,000	\$47,625	\$75,000	66
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$70,037	\$77,000	\$43,000	\$90,000	17
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$72,507	\$70,000	\$52,500	\$93,500	39
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$69,223	\$64,500	\$51,625	\$79,531	66
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$74,038	\$72,500	\$47,200	\$85,750	30
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$67,148	\$69,000	\$54,750	\$80,000	24
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$82,338	\$75,920	\$62,000	\$99,964	53
Islands: Puerto Rico, Virgin Islands, Guam, American Samoa	\$50,000	\$50,000	\$50,000	\$50,000	1
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$69,894	\$63,000	\$50,500	\$90,000	31
Population of 50,000-999,999	\$65,520	\$62,000	\$49,750	\$76,250	152
Population of 1,000,000-2,999,999	\$77,013	\$75,920	\$57,000	\$87,500	79
Population of 3 million or more	\$78,864	\$75,000	\$56,500	\$98,000	87

Fundraising Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$56,623	\$51,000	\$43,000	\$66,000	69
4-6 years	\$61,660	\$60,000	\$47,000	\$73,000	73
7-9 years	\$64,153	\$60,000	\$53,500	\$72,750	47
10-14 years	\$83,133	\$80,000	\$65,000	\$95,500	50
15-19 years	\$90,458	\$83,250	\$74,250	\$102,750	34
20-24 years	\$87,583	\$86,000	\$76,000	\$100,500	39
25-29 years	\$100,364	\$86,000	\$83,000	\$120,000	11
30 or more years	\$89,111	\$78,000	\$77,000	\$85,000	9
For how many years have you been with your current employer?					
One year or less	\$70,475	\$63,500	\$50,000	\$85,000	83
2.0 years	\$73,607	\$67,668	\$54,250	\$85,000	78
3.0 years	\$63,299	\$60,000	\$46,188	\$76,000	51
4.0 years	\$73,547	\$73,000	\$60,000	\$82,316	23
5-6 years	\$71,233	\$71,000	\$55,500	\$83,500	43
7-9 years	\$74,392	\$68,000	\$54,250	\$91,500	30
10-14 years	\$89,188	\$89,000	\$69,000	\$107,750	16
15 or more years	\$93,125	\$90,000	\$73,750	\$107,500	8
What is your current age?					
Under Age 25	\$39,111	\$42,000	\$36,000	\$48,000	9
25-34 years old	\$58,423	\$55,500	\$46,000	\$66,751	106
35-44 years old	\$75,444	\$74,000	\$60,000	\$85,000	73
45-54 years old	\$80,534	\$75,000	\$61,500	\$94,500	64
55-64 years old	\$83,632	\$84,500	\$65,250	\$99,750	66
65 or more years old	\$91,955	\$103,000	\$72,000	\$113,000	11
How would you describe your gender identity?					
Man or Male or Masculine	\$79,321	\$77,000	\$55,000	\$100,000	57
Woman or Female or Feminine	\$70,251	\$65,000	\$51,699	\$84,000	267
Gender non-conforming, Gender queer, Non-Binary	\$62,000	\$62,000	\$62,000	\$62,000	1
Prefer not to answer	\$127,667	\$135,000	\$101,500	\$157,500	3

Fundraising Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$53,564	\$55,000	\$41,000	\$60,000	9
Associate's degree	\$62,286	\$48,000	\$41,000	\$85,500	7
Bachelor's degree	\$68,533	\$64,000	\$50,000	\$82,000	171
Master's degree	\$77,507	\$75,000	\$58,250	\$90,000	130
Doctorate	\$79,450	\$94,000	\$53,000	\$100,000	5
Other advanced degree (JD, MD, DO, etc.)	\$98,000	\$82,000	\$70,000	\$105,000	5
Professional or technical certification (such as paralegal, master teacher, apprenticeship in a trade, etc.)	\$92,500	\$92,500	\$86,250	\$98,750	2
Which of the following professional certifications do you hold?					
CFRE	\$87,699	\$83,100	\$73,375	\$102,250	72
ACFRE	\$77,000	\$77,000	\$77,000	\$77,000	1
University-based certification program in fundraising or nonprofit management	\$70,289	\$72,000	\$50,000	\$86,500	39
Other designation as fellow, certificate holder, or other	\$79,708	\$75,163	\$59,875	\$105,000	28
None of the above	\$67,252	\$61,000	\$50,000	\$79,500	203

Table 69: Salary Data for Other Fundraising Staff – U.S.

Other Fundraising Staff, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$38,712	\$40,000	\$35,000	\$42,000	5
Arts: Cultural or Heritage Focus	\$43,250	\$42,750	\$38,250	\$47,250	10
Arts: Performance, Exhibition, Creation	\$44,795	\$41,500	\$36,750	\$50,375	16
Arts: Public Broadcasting, Nonprofit Publishing	\$41,000	\$41,000	\$41,000	\$41,000	1
Association or Membership Foundation	\$56,000	\$56,000	\$56,000	\$56,000	1
Civic and Public Affairs	\$57,696	\$56,563	\$49,485	\$70,000	8
Community Development/Economic Development	\$42,576	\$41,750	\$36,880	\$51,125	10
Education: Higher Education	\$51,458	\$50,000	\$46,000	\$59,500	13
Education: Primary or Secondary Education	\$48,322	\$45,000	\$42,000	\$48,500	9
Education: Pre-K	\$44,740	\$45,000	\$38,500	\$49,750	10
Education: Other	\$34,900	\$34,000	\$32,250	\$36,650	4
Environment	\$46,814	\$37,500	\$34,600	\$63,000	7
Fundraising & Allocations: Federated or Collective Fundraising	\$40,000	\$40,000	\$40,000	\$40,000	1
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$44,667	\$45,000	\$44,500	\$45,000	3
Health: National or Regional Health Agency	\$50,122	\$45,000	\$40,500	\$57,183	3
Health Services	\$56,901	\$50,159	\$42,463	\$64,375	16
Human Services: Development & Social Services	\$38,858	\$42,000	\$33,660	\$45,450	31
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$41,119	\$40,000	\$38,755	\$41,800	14
Human Services: Multi-Service Center	\$39,996	\$39,183	\$31,800	\$43,500	8
International: Emergency Relief/Humanitarian Aid	\$62,000	\$62,000	\$62,000	\$62,000	1
International Development/Overseas Aid and Support (excluding emergency relief)	\$54,122	\$53,000	\$46,500	\$61,183	3
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$56,667	\$54,000	\$44,000	\$68,000	3
Scientific or Social Science Research or Other Educational Body	\$56,500	\$56,000	\$49,250	\$63,500	3
None of the above	\$36,040	\$36,040	\$29,060	\$43,020	2

Other Fundraising Staff, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$48,713	\$45,000	\$41,800	\$54,500	19
National	\$51,086	\$52,063	\$45,225	\$55,500	18
Selected States (operations in states separated by other states)	\$51,182	\$50,000	\$44,625	\$55,329	10
State and/or Regional (operations in more than one contiguous state)	\$53,366	\$50,000	\$40,750	\$59,750	36
Local or Multiple Communities	\$42,112	\$41,933	\$36,125	\$48,000	86
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$43,917	\$39,520	\$35,100	\$54,100	7
\$100,000-\$249,999	\$36,631	\$38,800	\$30,000	\$44,250	14
\$250,000-\$499,999	\$44,250	\$42,400	\$37,544	\$52,500	18
\$500,000-\$999,999	\$43,701	\$42,250	\$37,500	\$46,925	16
\$1,000,000-\$2,999,999	\$45,999	\$45,000	\$41,433	\$49,500	27
\$3,000,000-\$4,999,999	\$48,727	\$42,500	\$40,250	\$49,639	14
\$5,000,000-\$9,999,999	\$56,063	\$50,000	\$46,750	\$66,000	15
\$10,000,000-\$49,999,999	\$48,487	\$49,500	\$40,000	\$51,500	13
\$50,000,000-\$74,999,999	\$61,196	\$57,891	\$50,000	\$69,087	4
\$75,000,000-\$99,999,999	\$56,000	\$56,000	\$56,000	\$56,000	1
\$100 million or more	\$50,329	\$48,159	\$43,250	\$55,238	4
I don't know	\$41,448	\$45,000	\$38,250	\$48,500	11
How many FTE fundraising professionals work in your organization?					
None	\$29,311	\$29,311	\$23,655	\$34,966	2
.001-1.99	\$41,376	\$38,597	\$30,120	\$50,000	28
2.00-5.99	\$44,982	\$45,000	\$40,000	\$50,000	73
6.00-10.99	\$55,341	\$46,000	\$41,217	\$62,311	18
11.00-20.99	\$46,515	\$46,750	\$39,710	\$51,000	10
More than 20	\$53,756	\$50,317	\$48,000	\$63,891	11

Other Fundraising Staff, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$30,375	\$30,000	\$24,000	\$34,200	5
\$250,000-\$499,999	\$42,678	\$39,500	\$28,140	\$50,515	8
\$500,000-\$999,999	\$38,598	\$38,000	\$34,500	\$44,500	11
\$1,000,000-\$2,999,999	\$42,254	\$41,000	\$36,500	\$46,000	23
\$3,000,000-\$4,999,999	\$42,178	\$41,000	\$40,000	\$45,950	11
\$5,000,000-\$9,999,999	\$49,545	\$43,800	\$39,750	\$55,000	19
\$10,000,000-\$49,999,999	\$47,622	\$45,000	\$41,000	\$52,353	23
\$50,000,000-\$74,999,999	\$52,766	\$49,500	\$48,500	\$53,750	7
\$75,000,000 - \$99,999,999	\$50,000	\$50,000	\$50,000	\$50,000	1
\$100 million or more	\$60,256	\$59,500	\$56,000	\$65,782	5
I don't know	\$49,757	\$48,000	\$41,800	\$55,000	31
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$50,946	\$51,500	\$45,000	\$59,500	9
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$47,943	\$46,000	\$40,000	\$49,000	21
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$48,639	\$43,800	\$40,000	\$50,000	21
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$46,741	\$48,000	\$42,095	\$50,000	7
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$39,487	\$41,933	\$35,000	\$47,250	10
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$43,262	\$40,811	\$36,875	\$48,875	32
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$44,888	\$43,726	\$39,000	\$50,375	16
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$43,388	\$41,600	\$38,946	\$46,000	13
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$51,059	\$52,000	\$43,000	\$58,240	17
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$44,186	\$44,400	\$37,862	\$49,750	18
Population of 50,000-999,999	\$45,596	\$43,000	\$40,000	\$50,000	69
Population of 1,000,000-2,999,999	\$43,387	\$41,000	\$35,000	\$50,000	33
Population of 3 million or more	\$53,513	\$51,125	\$44,000	\$65,000	25

Other Fundraising Staff, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$41,486	\$42,000	\$36,750	\$46,595	75
4-6 years	\$46,410	\$45,000	\$40,000	\$51,750	31
7-9 years	\$54,397	\$53,000	\$47,000	\$62,000	11
10-14 years	\$60,674	\$59,500	\$46,000	\$65,782	9
15-19 years	\$53,693	\$50,603	\$44,213	\$53,801	6
20-24 years	\$56,333	\$60,000	\$45,000	\$69,500	3
25-29 years	\$54,000	\$54,000	\$54,000	\$54,000	1
30 or more years	\$73,000	\$73,000	\$73,000	\$73,000	1
For how many years have you been with your current employer?					
One year or less	\$42,083	\$41,800	\$36,875	\$49,750	34
2.0 years	\$43,669	\$41,300	\$36,645	\$49,625	44
3.0 years	\$51,625	\$46,190	\$45,000	\$56,000	21
4.0 years	\$47,632	\$50,000	\$40,000	\$53,205	13
5-6 years	\$44,567	\$42,000	\$40,000	\$45,000	13
7-9 years	\$55,056	\$51,500	\$48,000	\$65,782	5
10-14 years	\$59,167	\$59,000	\$53,000	\$65,250	3
15 or more years	\$56,250	\$52,000	\$48,000	\$60,250	4
What is your current age?					
Under Age 25	\$40,428	\$40,000	\$34,500	\$43,750	14
25-34 years old	\$44,988	\$43,800	\$40,000	\$50,000	75
35-44 years old	\$44,863	\$45,337	\$39,625	\$52,625	22
45-54 years old	\$53,561	\$49,603	\$45,000	\$61,500	10
55-64 years old	\$50,170	\$50,000	\$46,000	\$61,250	12
65 or more years old	\$73,333	\$90,000	\$60,000	\$95,000	3
How would you describe your gender identity?					
Man or Male or Masculine	\$49,952	\$45,337	\$40,466	\$52,094	12
Woman or Female or Feminine	\$45,575	\$44,250	\$39,200	\$51,204	122
Gender non-conforming, Gender queer, Non-Binary	\$53,500	\$53,500	\$49,250	\$57,750	2

Other Fundraising Staff, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$36,665	\$38,580	\$27,120	\$48,125	4
Associate's degree	\$50,749	\$50,000	\$40,000	\$58,240	9
Bachelor's degree	\$46,193	\$45,000	\$40,000	\$50,000	84
Master's degree	\$45,403	\$42,000	\$37,674	\$55,000	37
Doctorate	\$51,500	\$51,500	\$46,250	\$56,750	2
Which of the following professional certifications do you hold?					
CFRE	\$58,500	\$60,500	\$54,250	\$64,750	4
ACFRE	\$38,882	\$40,000	\$34,685	\$43,625	12
University-based certification program in fundraising or nonprofit management	\$49,587	\$45,000	\$37,750	\$61,500	10
Other designation as fellow, certificate holder, or other	\$46,183	\$45,000	\$39,520	\$50,317	113
None of the above	\$67,252	\$61,000	\$50,000	\$79,500	203

Table 70: Salary Data for Consultant, Principal – U.S.

Consultant, Principal, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Consultant	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1
What is the geographic scope of your organization?					
International	\$475,000	\$300,000	\$212,500	\$650,000	3
National	\$133,292	\$138,500	\$63,750	\$164,250	24
Selected States (operations in states separated by other states)	\$120,500	\$107,500	\$72,500	\$173,000	7
State and/or Regional (operations in more than one contiguous state)	\$163,034	\$100,000	\$82,250	\$145,250	20
Local or Multiple Communities	\$100,333	\$100,000	\$27,500	\$148,000	15
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1
What was your organization's annual operating budget during the last completed fiscal year?					
\$500,000-\$999,999	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$98,833	\$98,000	\$74,250	\$100,000	6
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$156,250	\$162,500	\$142,500	\$176,250	4
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$128,375	\$142,500	\$60,750	\$173,750	16
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$163,500	\$107,500	\$100,000	\$280,000	5
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$210,556	\$90,000	\$45,000	\$125,000	9
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$146,536	\$150,000	\$73,679	\$185,000	5
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$106,143	\$83,000	\$52,500	\$115,000	7
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$118,250	\$120,000	\$96,500	\$150,000	8
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$69,333	\$67,000	\$56,000	\$81,500	3
Population of 50,000-999,999	\$119,945	\$107,500	\$59,340	\$164,500	15
Population of 1,000,000-2,999,999	\$183,632	\$120,000	\$70,000	\$200,000	19
Population of 3 million or more	\$162,917	\$132,500	\$89,750	\$157,500	24

Consultant, Principal, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$140,000	\$140,000	\$140,000	\$140,000	1
4-6 years	\$60,000	\$60,000	\$45,000	\$75,000	2
7-9 years	\$74,000	\$74,000	\$61,000	\$87,000	2
10-14 years	\$88,000	\$88,000	\$85,500	\$90,500	2
15-19 years	\$119,300	\$100,000	\$65,000	\$107,500	5
20-24 years	\$111,000	\$120,000	\$100,000	\$145,000	5
25-29 years	\$145,307	\$150,000	\$78,420	\$201,250	12
30 or more years	\$134,708	\$122,500	\$58,750	\$167,500	24
For how many years have you been with your current employer?					
One year or less	\$91,000	\$100,000	\$30,000	\$140,000	5
2.0 years	\$139,000	\$100,000	\$83,500	\$175,000	3
3.0 years	\$124,500	\$147,500	\$106,000	\$150,000	6
4.0 years	\$84,500	\$86,500	\$73,500	\$97,500	4
5-6 years	\$115,700	\$96,000	\$80,000	\$107,500	5
7-9 years	\$120,600	\$65,000	\$48,000	\$150,000	5
10-14 years	\$157,500	\$125,000	\$100,000	\$182,500	4
15 or more years	\$140,175	\$125,000	\$60,000	\$175,000	21
What is your current age?					
35-44 years old	\$76,250	\$88,000	\$43,250	\$103,875	6
45-54 years old	\$135,375	\$100,000	\$87,000	\$197,500	8
55-64 years old	\$145,174	\$146,000	\$108,000	\$170,000	23
65 or more years old	\$119,834	\$81,840	\$52,500	\$154,250	14
How would you describe your gender identity?					
Man or Male or Masculine	\$160,730	\$140,000	\$85,920	\$201,250	16
Woman or Female or Feminine	\$116,891	\$100,000	\$57,500	\$153,500	32
Prefer not to answer	\$96,000	\$96,000	\$96,000	\$96,000	1
What is your education level?					
Bachelor's degree	\$113,567	\$120,000	\$65,000	\$150,000	25
Master's degree	\$142,556	\$100,000	\$73,500	\$192,500	27
Which of the following professional certifications do you hold?					
CFRE	\$126,966	\$113,750	\$72,009	\$153,500	24
ACFRE	\$156,000	\$150,000	\$120,000	\$185,000	5
University-based certification program in fundraising or nonprofit management	\$103,714	\$83,000	\$47,500	\$139,000	7
Other designation as fellow, certificate holder, or other	\$108,000	\$112,500	\$61,000	\$143,750	6
None of the above	\$134,688	\$115,000	\$62,500	\$181,250	16

Table 71: Salary Data for Staff Member at Consulting Firm – U.S.

Staff Member at Consulting Firm, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What is the geographic scope of your organization?					
International	\$114,000	\$114,000	\$106,000	\$122,000	2
National	\$47,306	\$51,113	\$35,750	\$62,669	4
Local or Multiple Communities	\$36,500	\$36,500	\$29,750	\$43,250	2
In what region is the office where you work located?					
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$71,075	\$60,225	\$41,613	\$95,113	3
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$42,000	\$42,000	\$42,000	\$42,000	1
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$50,000	\$50,000	\$50,000	\$50,000	1
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$70,000	\$70,000	\$70,000	\$70,000	1
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$57,500	\$57,500	\$37,250	\$77,750	2
In what size metropolitan area is the office where you work located?					
Population of 50,000-999,999	\$58,250	\$56,000	\$37,250	\$77,000	4
Population of 1,000,000-2,999,999	\$130,000	\$130,000	\$130,000	\$130,000	1
Population of 3 million or more	\$42,408	\$50,000	\$33,500	\$55,113	3
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$38,333	\$42,000	\$32,500	\$46,000	3
4-6 years	\$17,000	\$17,000	\$17,000	\$17,000	1
7-9 years	\$96,075	\$98,000	\$79,113	\$114,000	3
10-14 years	\$70,000	\$70,000	\$70,000	\$70,000	1
For how many years have you been with your current employer?					
2.0 years	\$43,000	\$42,000	\$29,500	\$56,000	3
3.0 years	\$36,500	\$36,500	\$29,750	\$43,250	2
4.0 years	\$60,225	\$60,225	\$60,225	\$60,225	1
5-6 years	\$98,000	\$98,000	\$98,000	\$98,000	1
7-9 years	\$130,000	\$130,000	\$130,000	\$130,000	1
What is your current age?					
Under Age 25	\$43,000	\$42,000	\$29,500	\$56,000	3
25-34 years old	\$36,500	\$36,500	\$29,750	\$43,250	2
35-44 years old	\$60,225	\$60,225	\$60,225	\$60,225	1
45-54 years old	\$98,000	\$98,000	\$98,000	\$98,000	1
55-64 years old	\$130,000	\$130,000	\$130,000	\$130,000	1

Staff Member at Consulting Firm, U.S.	Mean	Median	Percentile		Count
			25th	75th	
How would you describe your gender identity?					
Man or Male or Masculine	\$98,000	\$98,000	\$98,000	\$98,000	1
Woman or Female or Feminine	\$56,032	\$50,000	\$32,500	\$65,113	7
What is your education level?					
Bachelor's degree	\$49,045	\$50,000	\$42,000	\$60,225	5
Master's degree	\$57,500	\$57,500	\$37,250	\$77,750	2
Other advanced degree (JD, MD, DO, etc.)	\$130,000	\$130,000	\$130,000	\$130,000	1
Which of the following professional certifications do you hold?					
University-based certification program in fundraising or nonprofit management	\$50,000	\$50,000	\$50,000	\$50,000	1
Other designation as fellow, certificate holder, or other	\$50,000	\$50,000	\$50,000	\$50,000	1
None of the above	\$62,889	\$60,225	\$32,500	\$84,000	7

Table 72: Salary Data for Consultant, Principal – U.S.

Consultant, Principal, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Consultant	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1
What is the geographic scope of your organization?					
International	\$475,000	\$300,000	\$212,500	\$650,000	3
National	\$133,292	\$138,500	\$63,750	\$164,250	24
Selected States (operations in states separated by other states)	\$120,500	\$107,500	\$72,500	\$173,000	7
State and/or Regional (operations in more than one contiguous state)	\$163,034	\$100,000	\$82,250	\$145,250	20
Local or Multiple Communities	\$100,333	\$100,000	\$27,500	\$148,000	15
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1
What was your organization's annual operating budget during the last completed fiscal year?					
\$500,000-\$999,999	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	1
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$98,833	\$98,000	\$74,250	\$100,000	6
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$156,250	\$162,500	\$142,500	\$176,250	4
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$128,375	\$142,500	\$60,750	\$173,750	16
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$163,500	\$107,500	\$100,000	\$280,000	5
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$210,556	\$90,000	\$45,000	\$125,000	9
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$146,536	\$150,000	\$73,679	\$185,000	5
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$106,143	\$83,000	\$52,500	\$115,000	7
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$118,250	\$120,000	\$96,500	\$150,000	8
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$69,333	\$67,000	\$56,000	\$81,500	3
Population of 50,000-999,999	\$119,945	\$107,500	\$59,340	\$164,500	15
Population of 1,000,000-2,999,999	\$183,632	\$120,000	\$70,000	\$200,000	19
Population of 3 million or more	\$162,917	\$132,500	\$89,750	\$157,500	24

Consultant, Principal, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$140,000	\$140,000	\$140,000	\$140,000	1
4-6 years	\$60,000	\$60,000	\$45,000	\$75,000	2
7-9 years	\$74,000	\$74,000	\$61,000	\$87,000	2
10-14 years	\$88,000	\$88,000	\$85,500	\$90,500	2
15-19 years	\$119,300	\$100,000	\$65,000	\$107,500	5
20-24 years	\$111,000	\$120,000	\$100,000	\$145,000	5
25-29 years	\$145,307	\$150,000	\$78,420	\$201,250	12
30 or more years	\$134,708	\$122,500	\$58,750	\$167,500	24
For how many years have you been with your current employer?					
One year or less	\$91,000	\$100,000	\$30,000	\$140,000	5
2.0 years	\$139,000	\$100,000	\$83,500	\$175,000	3
3.0 years	\$124,500	\$147,500	\$106,000	\$150,000	6
4.0 years	\$84,500	\$86,500	\$73,500	\$97,500	4
5-6 years	\$115,700	\$96,000	\$80,000	\$107,500	5
7-9 years	\$120,600	\$65,000	\$48,000	\$150,000	5
10-14 years	\$157,500	\$125,000	\$100,000	\$182,500	4
15 or more years	\$140,175	\$125,000	\$60,000	\$175,000	21
What is your current age?					
35-44 years old	\$76,250	\$88,000	\$43,250	\$103,875	6
45-54 years old	\$135,375	\$100,000	\$87,000	\$197,500	8
55-64 years old	\$145,174	\$146,000	\$108,000	\$170,000	23
65 or more years old	\$119,834	\$81,840	\$52,500	\$154,250	14
How would you describe your gender identity?					
Man or Male or Masculine	\$160,730	\$140,000	\$85,920	\$201,250	16
Woman or Female or Feminine	\$116,891	\$100,000	\$57,500	\$153,500	32
Prefer not to answer	\$96,000	\$96,000	\$96,000	\$96,000	1
What is your education level?					
Bachelor's degree	\$113,567	\$120,000	\$65,000	\$150,000	25
Master's degree	\$142,556	\$100,000	\$73,500	\$192,500	27
Which of the following professional certifications do you hold?					
CFRE	\$126,966	\$113,750	\$72,009	\$153,500	24
ACFRE	\$156,000	\$150,000	\$120,000	\$185,000	5
University-based certification program in fundraising or nonprofit management	\$103,714	\$83,000	\$47,500	\$139,000	7
Other designation as fellow, certificate holder, or other	\$108,000	\$112,500	\$61,000	\$143,750	6
None of the above	\$134,688	\$115,000	\$62,500	\$181,250	16

Table 73: Salary Data for Consultant, Specialist – U.S.

Consultant, Specialist, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Human Services: Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$63,000	\$63,000	\$63,000	\$63,000	1
What is the geographic scope of your organization?					
International	\$29,700	\$29,700	\$22,050	\$37,350	2
National	\$108,682	\$90,659	\$50,000	\$135,000	16
Selected States (operations in states separated by other states)	\$64,120	\$62,500	\$32,500	\$89,739	6
State and/or Regional (operations in more than one contiguous state)	\$105,794	\$73,000	\$35,000	\$90,000	9
Local or Multiple Communities	\$72,057	\$59,000	\$35,750	\$86,580	28
How many FTE fundraising professionals work in your organization?					
2.00-5.99	\$63,000	\$63,000	\$63,000	\$63,000	1
What was your organization's annual operating budget during the last completed fiscal year?					
\$75,000,000 - \$99,999,999	\$63,000	\$63,000	\$63,000	\$63,000	1
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$155,000	\$75,000	\$62,500	\$207,500	3
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$82,680	\$90,000	\$34,000	\$125,000	5
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$79,467	\$65,000	\$35,000	\$119,000	9
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$55,000	\$55,000	\$55,000	\$55,000	1
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$70,000	\$70,000	\$50,000	\$90,000	2
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$38,869	\$45,000	\$22,672	\$50,000	9
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$52,367	\$44,600	\$42,550	\$66,000	6
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$170,000	\$170,000	\$130,000	\$210,000	2
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$106,332	\$85,000	\$65,000	\$130,000	13
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$105,925	\$67,500	\$39,500	\$135,000	8
Population of 50,000-999,999	\$94,973	\$69,000	\$42,750	\$101,000	12
Population of 1,000,000-2,999,999	\$66,955	\$65,000	\$35,000	\$80,000	19
Population of 3 million or more	\$83,247	\$83,000	\$44,600	\$108,159	11

For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$50,000	\$50,000	\$50,000	\$50,000	1
4-6 years	\$34,145	\$37,500	\$24,504	\$45,000	6
7-9 years	\$68,500	\$57,500	\$38,750	\$87,250	4
10-14 years	\$60,250	\$69,000	\$52,250	\$77,000	4
15-19 years	\$59,910	\$50,000	\$14,400	\$85,000	5
20-24 years	\$84,000	\$43,500	\$35,500	\$112,250	12
25-29 years	\$99,835	\$90,000	\$50,000	\$98,000	9
30 or more years	\$149,857	\$125,000	\$75,000	\$207,000	7
For how many years have you been with your current employer?					
One year or less	\$53,767	\$64,000	\$24,550	\$74,500	6
2.0 years	\$44,000	\$42,500	\$32,500	\$58,500	6
3.0 years	\$61,239	\$50,000	\$35,500	\$67,500	7
4.0 years	\$78,000	\$90,000	\$42,000	\$90,000	5
5-6 years	\$78,833	\$45,000	\$33,750	\$73,500	6
7-9 years	\$232,000	\$232,000	\$178,000	\$286,000	2
10-14 years	\$99,000	\$92,500	\$56,250	\$121,250	6
15 or more years	\$108,867	\$83,159	\$49,400	\$142,250	10
What is your current age?					
Under Age 25	\$50,000	\$50,000	\$50,000	\$50,000	1
25-34 years old	\$38,400	\$37,500	\$27,500	\$47,500	8
35-44 years old	\$118,918	\$56,500	\$43,168	\$132,250	4
45-54 years old	\$89,412	\$75,000	\$42,000	\$110,000	13
55-64 years old	\$95,915	\$75,000	\$45,000	\$121,500	15
65 or more years old	\$88,200	\$98,000	\$38,000	\$125,000	5
How would you describe your gender identity?					
Man or Male or Masculine	\$52,717	\$73,000	\$36,575	\$79,000	3
Woman or Female or Feminine	\$89,060	\$65,000	\$41,000	\$114,500	43
What is your education level?					
Bachelor's degree	\$86,156	\$52,500	\$28,168	\$120,250	24
Master's degree	\$83,443	\$75,000	\$43,100	\$87,500	23
Other advanced degree (JD, MD, DO, etc.)	\$38,000	\$38,000	\$38,000	\$38,000	1
Which of the following professional certifications do you hold?					
CFRE	\$118,929	\$90,659	\$57,500	\$143,500	18
ACFRE	\$125,000	\$125,000	\$125,000	\$125,000	1
University-based certification program in fundraising or nonprofit management	\$76,286	\$50,000	\$38,500	\$92,250	14
Other designation as fellow, certificate holder, or other	\$111,600	\$90,000	\$83,000	\$90,000	5
None of the above	\$48,076	\$44,600	\$22,004	\$75,000	16

Table 74: Salary Data for Chief Operating Officer– U.S.

Chief Operating Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Arts: Cultural or Heritage Focus	\$72,000	\$72,000	\$72,000	\$72,000	1
Arts: Performance, Exhibition, Creation (dance, drama, theatre, music, museum, historic preservation, arts center, etc.)	\$67,000	\$67,000	\$67,000	\$67,000	1
Association or Membership Foundation (trade, professional, or fraternal)	\$120,000	\$120,000	\$120,000	\$120,000	1
Civic and Public Affairs (legal, public advocacy, voter registration/education, urban affairs, etc.)	\$257,000	\$257,000	\$257,000	\$257,000	1
Education: Higher Education (college, university, community college and/or affiliated foundation)	\$110,000	\$110,000	\$110,000	\$110,000	1
Environment (wildlife, habitat, conservation, environmental education, etc.)	\$91,000	\$91,000	\$82,000	\$100,000	2
Health Services (hospital, clinic, nursing home, specialized services)	\$128,000	\$98,500	\$86,750	\$139,750	4
Human Services: Development & Social Services (child, youth, adult, family, retirement, fitness/sport)	\$61,250	\$70,000	\$27,000	\$104,250	4
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith (synod, diocese, union, etc.)	\$65,000	\$65,000	\$65,000	\$65,000	1
None of the above	\$136,000	\$136,000	\$129,000	\$143,000	2
What is the geographic scope of your organization?					
International	\$115,000	\$115,000	\$115,000	\$115,000	1
National	\$155,500	\$130,000	\$108,750	\$176,750	4
Selected States (operations in states separated by other states)	\$100,333	\$103,000	\$98,500	\$103,500	3
State and/or Regional (operations in more than one contiguous state)	\$107,750	\$90,500	\$54,000	\$144,250	4
Local or Multiple Communities	\$78,286	\$67,000	\$65,000	\$96,500	7
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$36,000	\$36,000	\$36,000	\$36,000	1
\$100,000-\$249,999	\$72,000	\$72,000	\$72,000	\$72,000	1
\$500,000-\$999,999	\$82,857	\$104,000	\$70,000	\$107,000	7
\$1,000,000-\$2,999,999	\$111,500	\$111,500	\$107,250	\$115,750	2
\$3,000,000-\$4,999,999	\$122,000	\$122,000	\$108,000	\$136,000	2
\$5,000,000-\$9,999,999	\$87,500	\$87,500	\$76,250	\$98,750	2
\$10,000,000-\$49,999,999	\$161,000	\$161,000	\$113,000	\$209,000	2
\$75,000,000-\$99,999,999	\$250,000	\$250,000	\$250,000	\$250,000	1

Chief Operating Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
How many FTE fundraising professionals work in your organization?					
\$18,000	\$18,000	\$9,000	\$27,000	2	1
\$105,000	\$120,000	\$96,500	\$121,000	3	49
\$97,600	\$104,000	\$103,000	\$105,000	5	131
\$126,200	\$94,000	\$65,000	\$150,000	5	61
\$72,000	\$72,000	\$72,000	\$72,000	1	40
\$180,000	\$180,000	\$145,000	\$215,000	2	55
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$36,000	\$36,000	\$36,000	\$36,000	1
\$250,000-\$499,999	\$103,000	\$103,000	\$103,000	\$103,000	1
\$500,000-\$999,999	\$46,000	\$65,000	\$32,500	\$69,000	3
\$1,000,000-\$2,999,999	\$90,000	\$88,500	\$68,250	\$108,000	6
\$3,000,000-\$4,999,999	\$102,667	\$104,000	\$99,000	\$107,000	3
\$5,000,000-\$9,999,999	\$135,000	\$135,000	\$127,500	\$142,500	2
\$10,000,000-\$49,999,999	\$253,500	\$253,500	\$251,750	\$255,250	2
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$104,000	\$104,000	\$104,000	\$104,000	1
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$155,000	\$110,000	\$107,500	\$180,000	3
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$146,500	\$146,500	\$91,250	\$201,750	2
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$65,000	\$65,000	\$65,000	\$65,000	1
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$83,833	\$101,500	\$72,250	\$113,500	6
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$106,667	\$103,000	\$85,000	\$126,500	3
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$72,000	\$72,000	\$72,000	\$72,000	1
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$73,000	\$73,000	\$73,000	\$73,000	1
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$122,000	\$122,000	\$122,000	\$122,000	1
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$73,000	\$73,000	\$54,500	\$91,500	2
Population of 50,000-999,999	\$106,125	\$88,000	\$70,750	\$106,750	8
Population of 1,000,000-2,999,999	\$75,667	\$105,000	\$52,500	\$113,500	3
Population of 3 million or more	\$132,500	\$114,500	\$97,750	\$142,500	6

Chief Operating Officer, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$122,000	\$122,000	\$122,000	\$122,000	1
4-6 years	\$150,000	\$150,000	\$150,000	\$150,000	1
7-9 years	\$111,500	\$111,500	\$107,250	\$115,750	2
10-14 years	\$65,000	\$65,000	\$65,000	\$65,000	1
15-19 years	\$106,000	\$107,500	\$102,250	\$111,250	4
20-24 years	\$63,800	\$72,000	\$65,000	\$73,000	5
25-29 years	\$253,500	\$253,500	\$251,750	\$255,250	2
30 or more years	\$69,000	\$67,000	\$51,500	\$85,500	3
For how many years have you been with your current employer?					
One year or less	\$18,000	\$18,000	\$9,000	\$27,000	2
2.0 years	\$112,500	\$112,500	\$107,750	\$117,250	2
3.0 years	\$145,250	\$129,500	\$99,750	\$175,000	4
4.0 years	\$65,000	\$65,000	\$65,000	\$65,000	1
5-6 years	\$175,500	\$175,500	\$134,750	\$216,250	2
7-9 years	\$111,333	\$110,000	\$107,000	\$115,000	3
10-14 years	\$84,333	\$73,000	\$69,000	\$94,000	3
15 or more years	\$86,000	\$86,000	\$76,500	\$95,500	2
What is your current age?					
35-44 years old	\$93,500	\$99,500	\$86,750	\$106,250	4
45-54 years old	\$126,200	\$117,500	\$81,250	\$143,000	10
55-64 years old	\$86,250	\$88,000	\$71,000	\$103,250	4
65 or more years old	\$36,000	\$36,000	\$36,000	\$36,000	1
How would you describe your gender identity?					
Man or Male or Masculine	\$94,000	\$94,000	\$83,500	\$104,500	2
Woman or Female or Feminine	\$107,588	\$104,000	\$67,000	\$120,000	17
What is your education level?					
Associate's degree	\$62,286	\$48,000	\$41,000	\$85,500	7
Bachelor's degree	\$68,533	\$64,000	\$50,000	\$82,000	171
Master's degree	\$77,507	\$75,000	\$58,250	\$90,000	130
Which of the following professional certifications do you hold?					
CFRE	\$87,699	\$83,100	\$73,375	\$102,250	72
ACFRE	\$77,000	\$77,000	\$77,000	\$77,000	1
Other designation as fellow, certificate holder, or other	\$79,708	\$75,163	\$59,875	\$105,000	28
None of the above	\$67,252	\$61,000	\$50,000	\$79,500	203

Table 75: Salary Data for Grants Manager– U.S.

Grants Manager, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$42,500	\$42,500	\$37,750	\$47,250	2
Arts: Cultural or Heritage Focus	\$56,000	\$56,000	\$53,000	\$59,000	2
Arts: Performance, Exhibition, Creation	\$28,075	\$28,075	\$16,638	\$39,513	2
Association or Membership Foundation	\$104,000	\$104,000	\$104,000	\$104,000	1
Civic and Public Affairs	\$45,100	\$45,100	\$45,100	\$45,100	1
Community Development/Economic Development	\$63,833	\$61,000	\$55,750	\$70,500	3
Education: Higher Education	\$60,333	\$59,000	\$55,500	\$64,500	3
Education: Primary or Secondary Education	\$53,000	\$52,000	\$51,000	\$54,500	3
Education: Pre-K	\$58,667	\$58,000	\$50,000	\$67,000	3
Education: Other	\$42,000	\$42,000	\$42,000	\$42,000	1
Environment	\$65,000	\$65,000	\$65,000	\$65,000	1
Health: National or Regional Health Agency	\$48,000	\$48,000	\$48,000	\$48,000	1
Health Services	\$58,638	\$53,500	\$39,525	\$64,000	8
Human Services: Development & Social Services	\$56,918	\$53,500	\$49,050	\$61,125	22
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$57,013	\$47,000	\$46,525	\$58,500	8
Human Services: Multi-Service Center	\$77,500	\$77,500	\$68,750	\$86,250	2
International Development/Overseas Aid and Support (excluding emergency relief)	\$52,000	\$52,000	\$52,000	\$52,000	1
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$87,850	\$87,850	\$81,925	\$93,775	2
None of the above	\$61,667	\$45,000	\$45,000	\$70,000	3
What is the geographic scope of your organization?					
International	\$52,000	\$52,000	\$52,000	\$52,000	1
National	\$59,620	\$55,000	\$50,000	\$70,000	5
Selected States (operations in states separated by other states)	\$50,580	\$47,000	\$40,000	\$61,000	5
State and/or Regional (operations in more than one contiguous state)	\$66,100	\$55,000	\$47,000	\$78,000	13
Local or Multiple Communities	\$56,642	\$52,000	\$47,000	\$62,000	39

Grants Manager, U.S.	Mean	Median	Percentile		Count
			25th	75th	
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$36,500	\$36,500	\$31,250	\$41,750	2
\$100,000-\$249,999	\$49,250	\$46,000	\$43,750	\$51,500	4
\$250,000-\$499,999	\$67,000	\$52,000	\$48,500	\$78,000	3
\$500,000-\$999,999	\$42,600	\$42,000	\$41,000	\$48,000	5
\$1,000,000-\$2,999,999	\$59,463	\$55,000	\$49,600	\$64,500	15
\$3,000,000-\$4,999,999	\$60,282	\$58,000	\$52,500	\$61,000	11
\$5,000,000-\$9,999,999	\$63,500	\$65,500	\$57,500	\$71,500	4
\$10,000,000-\$49,999,999	\$63,356	\$59,000	\$50,500	\$75,000	9
I don't know	\$42,000	\$42,000	\$42,000	\$42,000	1
How many FTE fundraising professionals work in your organization?					
None	\$62,000	\$62,000	\$62,000	\$62,000	1
.001-1.99	\$50,763	\$44,500	\$38,775	\$51,500	8
2.00-5.99	\$59,042	\$56,000	\$46,525	\$69,250	24
6.00-10.99	\$57,357	\$50,500	\$49,000	\$56,500	7
11.00-20.99	\$66,064	\$60,000	\$52,000	\$61,750	7
More than 20	\$50,886	\$52,000	\$47,500	\$64,500	7
What was your organization's annual operating budget during the last completed fiscal year?					
\$250,000-\$499,999	\$46,000	\$46,000	\$45,500	\$46,500	2
\$500,000-\$999,999	\$54,033	\$62,000	\$48,550	\$63,500	3
\$1,000,000-\$2,999,999	\$49,650	\$49,200	\$42,000	\$51,475	11
\$3,000,000-\$4,999,999	\$59,114	\$55,000	\$48,500	\$58,500	7
\$5,000,000-\$9,999,999	\$56,375	\$56,000	\$48,500	\$64,750	8
\$10,000,000-\$49,999,999	\$62,200	\$59,000	\$48,000	\$71,250	16
\$75,000,000 - \$99,999,999	\$56,000	\$56,000	\$54,000	\$58,000	2
\$100 million or more	\$61,333	\$59,000	\$53,000	\$68,500	3
I don't know	\$74,500	\$74,500	\$59,750	\$89,250	2

Grants Manager, U.S.	Mean	Median	Percentile		Count
			25th	75th	
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$55,000	\$55,000	\$51,500	\$58,500	2
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$55,950	\$52,750	\$42,500	\$72,250	10
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$58,783	\$52,000	\$49,000	\$59,000	9
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$124,000	\$124,000	\$124,000	\$124,000	1
Southwest (Arkansas, Louisiana, Oklahoma, Texas)	\$47,029	\$45,000	\$43,500	\$48,100	7
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$61,671	\$57,000	\$47,000	\$70,000	7
West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)	\$50,167	\$47,000	\$44,500	\$54,250	3
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$57,000	\$58,000	\$52,000	\$60,000	5
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$56,358	\$56,000	\$49,250	\$62,750	12
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$40,750	\$43,500	\$36,500	\$47,750	4
Population of 50,000-999,999	\$50,989	\$49,000	\$43,500	\$56,750	23
Population of 1,000,000-2,999,999	\$63,559	\$58,000	\$50,500	\$67,000	17
Population of 3 million or more	\$64,917	\$59,500	\$51,500	\$78,500	12
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$48,512	\$48,000	\$45,000	\$52,000	17
4-6 years	\$61,514	\$52,000	\$50,000	\$70,000	11
7-9 years	\$61,917	\$57,500	\$51,625	\$61,500	6
10-14 years	\$56,500	\$57,000	\$45,500	\$73,750	6
15-19 years	\$69,700	\$68,000	\$51,900	\$79,000	6
20-24 years	\$55,000	\$55,000	\$55,000	\$55,000	1
25-29 years	\$65,000	\$65,000	\$62,500	\$67,500	2
30 or more years	\$58,067	\$45,000	\$25,100	\$84,500	3

Grants Manager, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
One year or less	\$56,818	\$55,000	\$49,000	\$59,500	11
2.0 years	\$56,092	\$55,000	\$50,000	\$67,000	13
3.0 years	\$48,394	\$48,500	\$45,075	\$51,213	8
4.0 years	\$59,286	\$45,000	\$41,500	\$61,500	7
5-6 years	\$62,740	\$60,000	\$33,000	\$95,000	5
7-9 years	\$55,500	\$55,500	\$52,250	\$58,750	2
10-14 years	\$60,840	\$60,000	\$49,200	\$70,000	5
15 or more years	\$104,000	\$104,000	\$104,000	\$104,000	1
What is your current age?					
Under Age 25	\$46,050	\$46,050	\$45,575	\$46,525	2
25-34 years old	\$52,669	\$51,475	\$48,500	\$56,500	18
35-44 years old	\$54,900	\$48,500	\$45,500	\$59,250	10
45-54 years old	\$55,536	\$60,000	\$40,500	\$66,000	11
55-64 years old	\$63,033	\$52,100	\$49,050	\$70,750	6
65 or more years old	\$82,200	\$70,000	\$62,000	\$95,000	5
How would you describe your gender identity?					
Man or Male or Masculine	\$67,750	\$71,500	\$62,250	\$77,000	4
Woman or Female or Feminine	\$56,814	\$52,000	\$46,050	\$61,750	47
What is your education level?					
High school	\$55,000	\$55,000	\$50,000	\$60,000	2
Associate's degree	\$41,000	\$41,000	\$41,000	\$41,000	1
Bachelor's degree	\$58,318	\$49,000	\$45,100	\$61,500	17
Master's degree	\$57,995	\$56,000	\$50,000	\$69,250	30
Doctorate	\$59,000	\$59,000	\$59,000	\$59,000	1
Which of the following professional certifications do you hold?					
CFRE	\$58,030	\$60,000	\$50,950	\$70,000	5
University-based certification program in fundraising or nonprofit management	\$70,800	\$67,000	\$60,000	\$80,000	5
Other designation as fellow, certificate holder, or other	\$72,750	\$77,500	\$55,250	\$95,000	4
None of the above	\$55,528	\$50,250	\$46,525	\$60,375	40

Table 76: Salary Data for Dean or Unit Head– U.S.

Dean or Unit Head, U.S.	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Arts: Performance, Exhibition, Creation	\$50,000	\$50,000	\$50,000	\$50,000	1
Education: Higher Education	\$176,600	\$120,000	\$88,000	\$245,000	5
Government or Quasi-Governmental Agency	\$77,000	\$77,000	\$77,000	\$77,000	1
Health Services	\$178,000	\$178,000	\$178,000	\$178,000	1
Human Services: Development & Social Services	\$168,000	\$168,000	\$168,000	\$168,000	1
Human Services: Multi-Service Center	\$127,000	\$127,000	\$127,000	\$127,000	1
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$88,000	\$88,000	\$88,000	\$88,000	1
What is the geographic scope of your organization?					
International	\$135,750	\$124,000	\$72,500	\$187,250	4
National	\$215,000	\$215,000	\$147,500	\$282,500	2
State and/or Regional (operations in more than one contiguous state)	\$100,000	\$88,000	\$88,000	\$120,000	5
Local or Multiple Communities	\$178,000	\$178,000	\$178,000	\$178,000	1
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$63,500	\$63,500	\$56,750	\$70,250	2
\$1,000,000-\$2,999,999	\$80,000	\$80,000	\$80,000	\$80,000	1
\$3,000,000-\$4,999,999	\$88,000	\$88,000	\$88,000	\$88,000	1
\$10,000,000-\$49,999,999	\$128,667	\$120,000	\$104,000	\$149,000	3
\$100 million or more	\$240,667	\$245,000	\$186,000	\$297,500	3
How many FTE fundraising professionals work in your organization?					
None	\$77,000	\$77,000	\$77,000	\$77,000	1
.001-1.99	\$50,000	\$50,000	\$50,000	\$50,000	1
2.00-5.99	\$88,000	\$88,000	\$88,000	\$88,000	1
11.00-20.99	\$148,333	\$120,000	\$100,000	\$182,500	3
More than 20	\$182,200	\$168,000	\$127,000	\$178,000	5

Dean or Unit Head, U.S.	Mean	Median	Percentile		Count
			25th	75th	
What was your organization's annual operating budget during the last completed fiscal year?					
\$250,000-\$499,999	\$50,000	\$50,000	\$50,000	\$50,000	1
\$500,000-\$999,999	\$80,000	\$80,000	\$80,000	\$80,000	1
\$3,000,000-\$4,999,999	\$88,000	\$88,000	\$88,000	\$88,000	1
\$10,000,000-\$49,999,999	\$127,500	\$127,500	\$102,250	\$152,750	2
\$100 million or more	\$195,600	\$168,000	\$127,000	\$245,000	5
I don't know	\$120,000	\$120,000	\$120,000	\$120,000	1
In what region is the office where you work located?					
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)	\$77,000	\$77,000	\$77,000	\$77,000	1
Mid-Atlantic (New Jersey, New York, Pennsylvania)	\$168,000	\$168,000	\$168,000	\$168,000	1
South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)	\$88,000	\$88,000	\$88,000	\$88,000	1
East South Central (Alabama, Kentucky, Mississippi, Tennessee)	\$178,000	\$178,000	\$178,000	\$178,000	1
East North Central (Illinois, Indiana, Michigan Ohio, Wisconsin)	\$104,000	\$104,000	\$96,000	\$112,000	2
Mountain (Arizona, Colorado, Idaho, Montana, New Mexico, Nevada, Utah, Wyoming,)	\$103,500	\$103,500	\$91,750	\$115,250	2
Pacific (Alaska, California, Hawaii, Oregon, Washington)	\$215,000	\$245,000	\$147,500	\$297,500	3
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$80,000	\$80,000	\$80,000	\$80,000	1
Population of 50,000-999,999	\$94,200	\$88,000	\$77,000	\$88,000	5
Population of 1,000,000-2,999,999	\$149,000	\$149,000	\$134,500	\$163,500	2
Population of 3 million or more	\$240,667	\$245,000	\$186,000	\$297,500	3
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$50,000	\$50,000	\$50,000	\$50,000	1
7-9 years	\$178,000	\$178,000	\$178,000	\$178,000	1
10-14 years	\$92,333	\$80,000	\$78,500	\$100,000	3
15-19 years	\$168,000	\$168,000	\$168,000	\$168,000	1
20-24 years	\$88,000	\$88,000	\$88,000	\$88,000	1
25-29 years	\$238,500	\$238,500	\$182,750	\$294,250	2
30 or more years	\$88,000	\$88,000	\$88,000	\$88,000	1

Dean or Unit Head, U.S.	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
One year or less	\$88,000	\$88,000	\$88,000	\$88,000	1
2.0 years	\$81,667	\$80,000	\$78,500	\$84,000	3
3.0 years	\$120,000	\$120,000	\$120,000	\$120,000	1
4.0 years	\$50,000	\$50,000	\$50,000	\$50,000	1
10-14 years	\$157,667	\$168,000	\$147,500	\$173,000	3
15 or more years	\$350,000	\$350,000	\$350,000	\$350,000	1
What is your current age?					
25-34 years old	\$80,000	\$80,000	\$80,000	\$80,000	1
35-44 years old	\$69,000	\$69,000	\$59,500	\$78,500	2
45-54 years old	\$149,000	\$149,000	\$134,500	\$163,500	2
55-64 years old	\$162,000	\$127,000	\$88,000	\$168,000	5
How would you describe your gender identity?					
Man or Male or Masculine	\$350,000	\$350,000	\$350,000	\$350,000	1
Woman or Female or Feminine	\$108,444	\$88,000	\$80,000	\$127,000	9
What is your education level?					
Bachelor's degree	\$158,500	\$123,500	\$96,000	\$165,250	6
Master's degree	\$93,750	\$78,500	\$70,250	\$102,000	4
Which of the following professional certifications do you hold?					
CFRE	\$106,600	\$88,000	\$80,000	\$120,000	5
University-based certification program in fundraising or nonprofit management	\$168,000	\$168,000	\$168,000	\$168,000	1
Other designation as fellow, certificate holder, or other	\$80,000	\$80,000	\$80,000	\$80,000	1
None of the above	\$158,600	\$127,000	\$88,000	\$178,000	5

Appendix 9: Salary Statistics By Position, By Professional Track and Demographic Traits of Participants – Canada

Table 77: Salary Data for CEO- Canada

CEO, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Arts: Cultural or Heritage Focus	\$71,400	\$71,400	\$71,400	\$71,400	1
Association or Membership Foundation	\$160,000	\$160,000	\$160,000	\$160,000	1
Community Development/Economic Development	\$105,000	\$100,000	\$95,000	\$112,500	3
Education: Higher Education	\$137,800	\$134,000	\$113,000	\$168,000	5
Education: Primary or Secondary Education	\$123,000	\$110,000	\$67,000	\$154,000	5
Education: Pre-K	\$50,500	\$50,500	\$42,250	\$58,750	2
Education: Other	\$126,250	\$135,000	\$114,000	\$147,250	4
Environment	\$78,700	\$78,700	\$75,050	\$82,350	2
Fundraising & Allocations: Federated or Collective Fundraising	\$116,433	\$105,000	\$90,000	\$137,150	3
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$117,217	\$118,500	\$104,250	\$120,000	6
Health: National or Regional Health Agency	\$172,000	\$172,000	\$146,000	\$198,000	2
Health Services (hospital, clinic, nursing home, specialized services)	\$144,944	\$118,985	\$88,661	\$173,000	31
Human Services: Development & Social Services	\$106,563	\$99,250	\$83,250	\$130,500	8
Human Services: Multi-Service Center	\$175,000	\$175,000	\$175,000	\$175,000	1
International Development/Overseas Aid and Support (excluding emergency relief)	\$114,000	\$114,000	\$81,000	\$147,000	2
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$100,000	\$100,000	\$100,000	\$100,000	1
None of the Above	\$132,250	\$132,250	\$98,375	\$166,125	2
What is the geographic scope of your organization?					
International	\$192,500	\$135,000	\$80,250	\$210,000	6
National	\$145,367	\$147,000	\$110,000	\$187,500	15
Selected Provinces (operations in provinces separated by other provinces)	\$165,000	\$165,000	\$107,500	\$222,500	2
Provincial and/or Regional (operations in more than one contiguous province)	\$113,391	\$113,000	\$81,000	\$155,000	11
Local or Multiple Communities	\$113,053	\$105,000	\$74,500	\$140,250	46

CEO, Canada	Mean	Median	Percentile		Count
			25th	75th	
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$64,881	\$52,700	\$25,531	\$92,050	4
\$100,000-\$249,999	\$89,250	\$86,500	\$81,250	\$94,500	4
\$250,000-\$499,999	\$88,333	\$74,500	\$68,500	\$102,750	12
\$500,000-\$999,999	\$108,350	\$112,000	\$95,000	\$120,000	10
\$1,000,000-\$2,999,999	\$110,058	\$98,250	\$75,750	\$146,500	16
\$3,000,000-\$4,999,999	\$150,030	\$150,000	\$138,500	\$166,113	7
\$5,000,000-\$9,999,999	\$161,230	\$171,650	\$143,250	\$178,750	10
\$10,000,000-\$49,999,999	\$217,071	\$215,000	\$162,500	\$264,750	7
\$100 million or more	\$540,000	\$540,000	\$540,000	\$540,000	1
I don't know.	\$130,000	\$130,000	\$130,000	\$130,000	1
How many FTE fundraising professionals work in your organization?					
None	\$100,000	\$100,000	\$100,000	\$100,000	1
.001-1.99	\$89,068	\$81,500	\$67,750	\$110,750	22
2.00-5.99	\$109,469	\$102,000	\$88,661	\$129,500	27
6.00-10.99	\$157,664	\$169,300	\$127,000	\$183,500	11
11.00-20.99	\$192,222	\$174,000	\$143,000	\$180,000	9
More than 20	\$329,833	\$249,500	\$224,750	\$394,750	3
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$97,200	\$74,000	\$67,000	\$127,000	5
\$250,000-\$499,999	\$80,544	\$86,000	\$72,000	\$100,000	21
\$500,000-\$999,999	\$115,934	\$120,000	\$103,500	\$138,000	15
\$1,000,000-\$2,999,999	\$139,459	\$135,000	\$96,000	\$171,000	19
\$3,000,000-\$4,999,999	\$191,000	\$195,000	\$168,750	\$217,250	4
\$5,000,000-\$9,999,999	\$209,400	\$209,400	\$189,350	\$229,450	2
\$10,000,000-\$49,999,999	\$200,000	\$175,000	\$122,500	\$252,500	4
\$50,000,000-\$74,999,999	\$360,000	\$360,000	\$270,000	\$450,000	2
\$100 million or more	\$200,000	\$200,000	\$200,000	\$200,000	1

CEO, Canada	Mean	Median	Percentile		Count
			25th	75th	
In what region is the office where you work located?					
Prince Edward Island, New Brunswick or Nova Scotia	\$115,750	\$114,500	\$85,000	\$145,250	4
Newfoundland and Labrador	\$71,600	\$73,200	\$69,300	\$75,500	4
Quebec	\$147,214	\$150,000	\$89,500	\$194,000	7
Ontario	\$133,301	\$119,493	\$87,991	\$166,975	46
Manitoba	\$101,500	\$101,500	\$95,750	\$107,250	2
Saskatchewan	\$130,000	\$130,000	\$130,000	\$130,000	1
Alberta	\$111,545	\$102,000	\$86,000	\$143,000	5
British Columbia	\$133,188	\$121,000	\$84,375	\$144,250	8
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$107,045	\$96,000	\$72,000	\$118,985	13
Population of 50,000-999,999	\$109,733	\$102,000	\$76,000	\$134,500	39
Population of 1,000,000-2,999,999	\$129,757	\$143,000	\$112,500	\$153,500	7
Population of 3 million or more	\$172,853	\$168,000	\$100,000	\$200,000	17
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$88,200	\$88,200	\$79,800	\$96,600	2
4-6 years	\$121,400	\$113,000	\$102,000	\$120,000	5
7-9 years	\$124,357	\$110,000	\$79,500	\$159,000	7
10-14 years	\$126,135	\$125,000	\$104,500	\$139,500	15
15-19 years	\$101,636	\$90,000	\$70,500	\$122,500	11
20-24 years	\$111,888	\$102,000	\$72,000	\$142,000	17
25-29 years	\$171,850	\$171,000	\$145,725	\$180,500	8
30 or more years	\$173,680	\$150,000	\$64,000	\$220,000	9
For how many years have you been with your current employer?					
One year or less	\$105,850	\$96,250	\$80,250	\$120,250	10
2.0 years	\$125,490	\$120,000	\$88,200	\$153,000	11
3.0 years	\$99,272	\$115,000	\$52,750	\$148,000	10
4.0 years	\$128,175	\$102,000	\$88,000	\$165,113	7
5-6 years	\$138,500	\$141,000	\$117,000	\$162,500	4
7-9 years	\$150,059	\$127,000	\$90,991	\$171,250	14
10-14 years	\$137,542	\$100,000	\$84,000	\$117,250	12
15 or more years	\$144,967	\$147,150	\$119,000	\$172,825	6

CEO, Canada	Mean	Median	Percentile		Count
			25th	75th	
What is your current age?					
25-34 years old	\$110,000	\$110,000	\$93,500	\$126,500	2
35-44 years old	\$110,635	\$117,000	\$95,000	\$125,000	11
45-54 years old	\$130,690	\$109,000	\$87,750	\$171,325	30
55-64 years old	\$134,551	\$120,000	\$74,000	\$162,225	25
65 or more years old	\$86,500	\$64,500	\$50,000	\$109,000	5
How would you describe your gender identity?					
Man or Male or Masculine	\$176,100	\$131,000	\$108,750	\$216,250	20
Woman or Female or Feminine	\$110,735	\$102,000	\$74,000	\$150,000	53
Prefer not to answer	\$113,000	\$113,000	\$113,000	\$113,000	1
What is your education level?					
High school	\$119,493	\$119,493	\$119,239	\$119,746	2
Two-Year Diploma or some university	\$84,507	\$74,500	\$64,125	\$119,250	14
Bachelor's degree/1er cycle	\$122,398	\$102,500	\$83,250	\$155,750	26
Master's degree/2e cycle	\$168,870	\$150,000	\$108,000	\$169,650	19
Post-graduate study - specialization	\$79,250	\$68,500	\$65,250	\$82,500	4
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$188,000	\$207,500	\$168,125	\$227,375	4
Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)	\$128,000	\$142,500	\$97,750	\$172,750	4
Which of the following professional certifications do you hold?					
CFRE	\$136,931	\$118,000	\$87,991	\$173,500	30
ACFRE	\$215,000	\$215,000	\$215,000	\$215,000	1
University-based certification program in fundraising or nonprofit management	\$114,619	\$109,500	\$73,750	\$169,475	12
Other designation as fellow, certificate holder, or other	\$134,017	\$129,500	\$95,500	\$168,325	12
None of the above	\$128,061	\$109,500	\$83,000	\$147,250	28

Table 78: Salary Data for Chief Development Officer- Canada

CDO, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare	\$125,000	\$125,000	\$125,000	\$125,000	1
Arts: Cultural or Heritage Focus	\$101,156	\$85,000	\$63,400	\$122,000	9
Arts: Performance, Exhibition, Creation	\$87,104	\$71,092	\$62,350	\$82,250	10
Civic and Public Affairs	\$63,670	\$65,000	\$56,505	\$71,500	3
Community Development/Economic Development	\$81,280	\$60,000	\$50,000	\$86,700	5
Consultant	\$69,000	\$69,000	\$69,000	\$69,000	1
Education: Higher Education	\$128,397	\$145,000	\$113,000	\$154,000	11
Education: Primary or Secondary Education	\$92,200	\$86,000	\$70,000	\$90,000	5
Education: Other	\$103,800	\$78,000	\$70,700	\$124,000	3
Environment	\$91,250	\$92,500	\$70,000	\$113,750	4
Fundraising & Allocations: Federated or Collective Fundraising	\$225,000	\$225,000	\$225,000	\$225,000	1
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$67,336	\$69,000	\$60,504	\$75,000	3
Health: National or Regional Health Agency	\$129,750	\$132,500	\$129,000	\$133,250	4
Health Services (hospital, clinic, nursing home, specialized services)	\$104,847	\$120,000	\$78,500	\$129,000	15
Human Services: Development & Social Services	\$79,916	\$77,500	\$58,002	\$96,250	16
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$94,671	\$86,700	\$64,500	\$108,500	7
Human Services: Multi-Service Center	\$42,850	\$42,850	\$39,925	\$45,775	2
International: Emergency Relief/Humanitarian Aid	\$70,000	\$70,000	\$70,000	\$70,000	1
International Development/Overseas Aid and Support (excluding emergency relief)	\$115,500	\$115,500	\$92,750	\$138,250	2
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$117,500	\$117,500	\$101,250	\$133,750	2
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$180,000	\$180,000	\$180,000	\$180,000	1
None of the Above	\$83,850	\$75,700	\$68,500	\$91,050	4
What is the geographic scope of your organization?					
International	\$121,375	\$97,000	\$85,750	\$152,750	8
National	\$122,963	\$120,000	\$85,000	\$133,000	17
Selected Provinces (operations in provinces separated by other provinces)	\$116,046	\$125,000	\$95,000	\$128,000	9
Provincial and/or Regional (operations in more than one contiguous province)	\$106,000	\$100,000	\$73,500	\$130,000	23
Local or Multiple Communities	\$87,950	\$80,500	\$63,050	\$105,000	44

CDO, Canada	Mean	Median	Percentile		Count
			25th	75th	
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$63,000	\$64,000	\$58,750	\$68,250	4
\$100,000-\$249,999	\$50,386	\$48,033	\$47,279	\$57,175	6
\$250,000-\$499,999	\$74,751	\$66,000	\$51,505	\$87,000	12
\$500,000-\$999,999	\$83,327	\$80,700	\$70,500	\$89,500	14
\$1,000,000-\$2,999,999	\$105,470	\$117,000	\$74,500	\$130,000	23
\$3,000,000-\$4,999,999	\$123,297	\$122,000	\$98,500	\$140,000	15
\$5,000,000-\$9,999,999	\$114,429	\$105,000	\$90,500	\$145,000	7
\$10,000,000-\$49,999,999	\$200,000	\$200,000	\$175,000	\$225,000	2
\$50,000,000-\$74,999,999	\$143,000	\$130,000	\$125,000	\$154,500	3
\$100 million or more	\$152,500	\$151,500	\$120,250	\$183,750	4
How many FTE fundraising professionals work in your organization?					
None	\$70,000	\$70,000	\$66,000	\$74,000	2
.001-1.99	\$71,448	\$67,000	\$54,005	\$80,500	30
2.00-5.99	\$105,112	\$97,000	\$81,050	\$130,000	32
6.00-10.99	\$127,020	\$140,000	\$86,140	\$166,250	8
11.00-20.99	\$143,286	\$130,000	\$115,000	\$155,000	7
More than 20	\$133,364	\$130,000	\$120,000	\$155,500	11
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$68,900	\$78,000	\$58,350	\$84,000	3
\$250,000-\$499,999	\$63,563	\$59,500	\$49,313	\$73,750	4
\$500,000-\$999,999	\$107,195	\$95,000	\$66,000	\$148,500	7
\$1,000,000-\$2,999,999	\$61,532	\$62,000	\$52,500	\$67,500	19
\$3,000,000-\$4,999,999	\$109,265	\$108,500	\$81,000	\$125,000	12
\$5,000,000-\$9,999,999	\$96,534	\$86,000	\$78,250	\$120,000	12
\$10,000,000-\$49,999,999	\$126,114	\$122,000	\$93,350	\$142,000	19
\$50,000,000-\$74,999,999	\$148,500	\$152,000	\$142,000	\$158,500	4
\$100 million or more	\$120,000	\$133,000	\$107,500	\$139,000	3
I don't know	\$135,500	\$139,000	\$99,500	\$150,000	6

CDO, Canada	Mean	Median	Percentile		Count
			25th	75th	
In what region is the office where you work located?					
Prince Edward Island, New Brunswick or Nova Scotia	\$64,667	\$62,000	\$54,000	\$74,000	3
Newfoundland and Labrador	\$48,625	\$48,625	\$47,938	\$49,313	2
Quebec	\$102,500	\$95,000	\$86,250	\$115,000	6
Ontario	\$112,632	\$110,000	\$77,000	\$141,500	35
Manitoba	\$68,728	\$70,000	\$52,500	\$83,750	6
Saskatchewan	\$76,820	\$72,000	\$63,400	\$75,000	5
Alberta	\$104,208	\$117,000	\$79,000	\$125,000	13
British Columbia	\$107,555	\$94,000	\$70,000	\$134,000	21
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$68,675	\$75,000	\$58,425	\$85,250	4
Population of 50,000-999,999	\$84,690	\$72,185	\$55,000	\$104,000	37
Population of 1,000,000-2,999,999	\$110,369	\$118,500	\$82,615	\$131,500	34
Population of 3 million or more	\$131,088	\$125,000	\$87,850	\$163,250	16
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$61,000	\$62,000	\$54,000	\$68,500	3
4-6 years	\$61,329	\$63,000	\$48,700	\$65,000	9
7-9 years	\$76,463	\$72,092	\$58,002	\$87,000	12
10-14 years	\$93,070	\$83,230	\$70,000	\$121,500	18
15-19 years	\$92,025	\$85,000	\$70,000	\$117,750	16
20-24 years	\$130,786	\$130,000	\$113,750	\$142,000	14
25-29 years	\$122,364	\$122,000	\$112,000	\$154,000	11
30 or more years	\$168,714	\$160,000	\$141,000	\$202,000	7
For how many years have you been with your current employer?					
One year or less	\$80,713	\$78,000	\$61,000	\$105,000	15
2.0 years	\$114,564	\$110,000	\$70,000	\$158,750	16
3.0 years	\$98,728	\$87,000	\$69,000	\$128,000	13
4.0 years	\$102,683	\$104,350	\$70,425	\$131,000	6
5-6 years	\$82,438	\$76,000	\$58,750	\$92,000	12
7-9 years	\$100,404	\$84,000	\$73,889	\$131,500	14
10-14 years	\$119,500	\$122,500	\$108,000	\$137,500	8
15 or more years	\$144,000	\$113,500	\$90,750	\$199,250	6

CDO, Canada	Mean	Median	Percentile		Count
			25th	75th	
What is your current age?					
Under Age 25	\$83,000	\$83,000	\$83,000	\$83,000	1
25-34 years old	\$68,026	\$70,000	\$61,000	\$80,550	10
35-44 years old	\$82,798	\$79,000	\$60,000	\$107,500	23
45-54 years old	\$110,962	\$117,500	\$70,500	\$145,750	26
55-64 years old	\$119,650	\$120,000	\$84,000	\$150,000	27
65 or more years old	\$149,500	\$149,500	\$134,750	\$164,250	2
How would you describe your gender identity?					
Man or Male or Masculine	\$112,351	\$120,000	\$82,930	\$135,500	11
Woman or Female or Feminine	\$99,927	\$86,350	\$69,250	\$130,000	78
What is your education level?					
High school	\$82,002	\$61,004	\$50,505	\$92,500	4
Two-Year Diploma or some university	\$104,640	\$104,000	\$80,350	\$130,000	10
Bachelor's degree/1er cycle	\$101,650	\$87,000	\$70,000	\$130,000	45
Master's degree/2e cycle	\$106,744	\$104,000	\$66,500	\$135,500	19
Doctorate/3e cycle	\$92,000	\$92,000	\$77,000	\$107,000	2
Post-graduate study - specialization	\$87,000	\$76,000	\$70,500	\$98,000	3
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$115,091	\$121,500	\$94,341	\$142,250	4
Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)	\$74,000	\$74,000	\$71,500	\$76,500	2
Which of the following professional certifications do you hold?					
CFRE	\$116,125	\$122,000	\$82,250	\$133,750	34
University-based certification program in fundraising or nonprofit management	\$110,750	\$118,500	\$77,500	\$134,000	12
Other designation as fellow, certificate holder, or other	\$99,112	\$97,500	\$60,000	\$128,750	18
None of the above	\$91,414	\$78,000	\$62,750	\$112,500	36

Table 79: Salary Data for Vice Chancellor, Deputy / Assistant / Associate Director, Vice President – Canada

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Arts: Performance, Exhibition, Creation	\$111,250	\$120,000	\$101,250	\$130,000	4
Community Development/Economic Development	\$70,000	\$70,000	\$70,000	\$70,000	1
Education: Higher Education	\$137,000	\$137,000	\$135,500	\$138,500	2
Education: Primary or Secondary Education	\$106,000	\$106,000	\$106,000	\$106,000	1
Education: Other	\$107,000	\$107,000	\$107,000	\$107,000	1
Health: National or Regional Health Agency	\$115,333	\$109,999	\$98,000	\$130,000	3
Health Services	\$91,250	\$91,250	\$88,125	\$94,375	2
Human Services: Development & Social Services	\$84,375	\$85,000	\$77,500	\$91,875	4
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$70,000	\$70,000	\$70,000	\$70,000	1
International: Emergency Relief/Humanitarian Aid	\$141,000	\$141,000	\$141,000	\$141,000	1
None of the Above	\$124,500	\$124,500	\$113,750	\$135,250	2
What is the geographic scope of your organization?					
International	\$141,000	\$141,000	\$141,000	\$141,000	1
National	\$127,750	\$132,500	\$109,249	\$142,250	8
Provincial and/or Regional (operations in more than one contiguous province)	\$93,333	\$86,000	\$73,000	\$110,000	3
Local or Multiple Communities	\$98,563	\$93,750	\$83,750	\$108,250	8
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
\$250,000-\$499,999	\$97,500	\$97,500	\$97,500	\$97,500	
\$500,000-\$999,999	\$70,000	\$70,000	\$70,000	\$70,000	
\$1,000,000-\$2,999,999	\$70,000	\$70,000	\$65,000	\$75,000	
\$3,000,000-\$4,999,999	\$94,000	\$90,000	\$88,000	\$98,000	
\$5,000,000-\$9,999,999	\$115,000	\$115,000	\$100,000	\$130,000	
\$10,000,000-\$49,999,999	\$121,500	\$117,500	\$107,750	\$131,750	
\$100 million or more	\$140,500	\$140,500	\$140,250	\$140,750	
I don't know.	\$146,000	\$146,000	\$146,000	\$146,000	

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, Canada	Mean	Median	Percentile		Count
			25th	75th	
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$83,750	\$83,750	\$76,875	\$90,625	2
2.00-5.99	\$104,000	\$106,000	\$83,000	\$125,000	7
6.00-10.99	\$94,000	\$90,000	\$87,500	\$98,500	3
11.00-20.99	\$124,400	\$125,000	\$115,000	\$134,000	5
More than 20	\$145,500	\$145,500	\$143,250	\$147,750	2
What was your organization's annual operating budget during the last completed fiscal year?					
\$1,000,000-\$2,999,999	\$77,500	\$77,500	\$73,750	\$81,250	2
\$3,000,000-\$4,999,999	\$103,000	\$103,000	\$81,500	\$124,500	2
\$5,000,000-\$9,999,999	\$117,500	\$109,999	\$103,750	\$127,500	3
\$10,000,000-\$49,999,999	\$118,500	\$110,500	\$105,250	\$123,750	4
\$50,000,000-\$74,999,999	\$90,000	\$90,000	\$90,000	\$90,000	1
\$100 million or more	\$123,750	\$137,000	\$120,500	\$140,250	4
I don't know	\$106,000	\$107,000	\$96,500	\$116,000	3
In what region is the office where you work located?					
Prince Edward Island, New Brunswick or Nova Scotia	\$60,000	\$60,000	\$60,000	\$60,000	1
Newfoundland and Labrador	\$86,000	\$86,000	\$86,000	\$86,000	1
Ontario	\$122,182	\$125,000	\$108,500	\$143,000	11
Saskatchewan	\$134,000	\$134,000	\$134,000	\$134,000	1
Alberta	\$90,125	\$93,750	\$85,000	\$98,875	4
British Columbia	\$106,000	\$106,000	\$106,000	\$106,000	1
In what size metropolitan area is the office where you work located?					
Population of 50,000-999,999	\$90,167	\$85,500	\$73,750	\$101,000	6
Population of 1,000,000-2,999,999	\$106,917	\$100,250	\$91,875	\$119,500	6
Population of 3 million or more	\$129,714	\$140,000	\$112,500	\$143,000	7
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$121,750	\$121,750	\$109,625	\$133,875	2
4-6 years	\$79,000	\$70,000	\$65,000	\$88,500	3
7-9 years	\$108,750	\$104,500	\$98,500	\$114,750	4
10-14 years	\$134,000	\$134,000	\$134,000	\$134,000	1
15-19 years	\$111,200	\$115,000	\$90,000	\$125,000	5
20-24 years	\$145,000	\$145,000	\$145,000	\$145,000	1
25-29 years	\$113,333	\$109,999	\$95,000	\$130,000	3

Associate Vice Chancellor, Deputy/Assistant/Associate Director, Vice President, Canada	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
One year or less	\$83,750	\$83,750	\$76,875	\$90,625	2
3.0 years	\$130,750	\$135,000	\$120,500	\$145,250	4
4.0 years	\$106,500	\$106,500	\$104,750	\$108,249	2
5-6 years	\$100,000	\$90,000	\$75,000	\$120,000	3
7-9 years	\$113,667	\$115,000	\$100,000	\$128,000	3
10-14 years	\$110,000	\$110,000	\$84,500	\$135,500	4
15 or more years	\$106,000	\$106,000	\$106,000	\$106,000	1
What is your current age?					
25-34 years old	\$60,000	\$60,000	\$60,000	\$60,000	1
35-44 years old	\$108,063	\$102,250	\$88,750	\$135,500	8
45-54 years old	\$116,428	\$109,999	\$104,500	\$130,000	7
55-64 years old	\$117,000	\$125,000	\$102,500	\$135,500	3
How would you describe your gender identity?					
Man or Male or Masculine	\$97,125	\$93,750	\$82,500	\$108,375	4
Woman or Female or Feminine	\$113,467	\$109,999	\$94,500	\$137,000	15
What is your education level?					
Two-Year Diploma or some university	\$70,000	\$70,000	\$70,000	\$70,000	1
Bachelor's degree/1er cycle	\$105,650	\$102,250	\$87,000	\$122,500	10
Master's degree/2e cycle	\$129,000	\$140,000	\$123,000	\$140,500	3
Post-graduate study - specialization	\$115,000	\$115,000	\$100,000	\$130,000	2
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$122,000	\$122,000	\$115,999	\$128,000	2
Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)	\$103,000	\$103,000	\$103,000	\$103,000	1
Which of the following professional certifications do you hold?					
CFRE	\$115,500	\$118,500	\$93,250	\$138,500	6
University-based certification program in fundraising or nonprofit management	\$143,000	\$143,000	\$141,500	\$144,500	2
Other designation as fellow, certificate holder, or other	\$104,667	\$103,000	\$86,500	\$122,000	3
None of the above	\$107,864	\$107,000	\$91,750	\$120,000	11

Table 80: Salary Data for Program Director / Manager – Canada

Program Director / Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$80,000	\$80,000	\$80,000	\$80,000	1
Arts: Cultural or Heritage Focus	\$61,667	\$78,000	\$42,500	\$89,000	3
Arts: Performance, Exhibition, Creation	\$68,333	\$57,000	\$55,000	\$76,000	3
Civic and Public Affairs	\$67,500	\$67,500	\$66,250	\$68,750	2
Community Development/Economic Development	\$73,250	\$72,500	\$68,250	\$77,500	4
Consultant	\$100,000	\$100,000	\$100,000	\$100,000	1
Education: Higher Education	\$108,285	\$117,500	\$93,500	\$119,532	6
Education: Primary or Secondary Education	\$78,333	\$80,000	\$70,000	\$87,500	3
Education: Other	\$70,000	\$70,000	\$70,000	\$70,000	1
Environment	\$42,300	\$50,000	\$39,050	\$53,250	4
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$57,500	\$60,000	\$55,000	\$61,250	3
Health: National or Regional Health Agency	\$84,200	\$77,000	\$74,000	\$90,000	5
Health Services	\$74,665	\$77,500	\$55,000	\$90,000	20
Human Services: Development & Social Services	\$63,690	\$66,450	\$54,000	\$73,750	10
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$75,605	\$71,234	\$70,000	\$77,500	7
Human Services: Multi-Service Center	\$53,667	\$55,000	\$49,000	\$59,000	3
International: Emergency Relief/Humanitarian Aid	\$69,000	\$69,000	\$69,000	\$69,000	1
International Development/Overseas Aid and Support (excluding emergency relief)	\$55,750	\$61,650	\$57,375	\$67,200	6
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$72,000	\$72,000	\$63,000	\$81,000	2
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$83,733	\$80,000	\$43,100	\$122,500	3
What is the geographic scope of your organization?					
International	\$72,958	\$67,000	\$60,125	\$85,250	12
National	\$75,421	\$75,000	\$69,925	\$80,000	14
Selected Provinces (operations in provinces separated by other provinces)	\$83,500	\$83,500	\$80,250	\$86,750	2
Provincial and/or Regional (operations in more than one contiguous province)	\$77,296	\$75,000	\$57,500	\$92,500	15
Local or Multiple Communities	\$70,454	\$63,000	\$55,000	\$84,000	37

Program Director / Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$53,500	\$61,500	\$34,000	\$81,000	4
\$100,000-\$249,999	\$57,500	\$57,500	\$56,250	\$58,750	2
\$250,000-\$499,999	\$56,500	\$56,500	\$54,750	\$58,250	2
\$500,000-\$999,999	\$63,767	\$55,000	\$51,000	\$69,900	9
\$1,000,000-\$2,999,999	\$70,510	\$75,000	\$58,000	\$85,500	23
\$3,000,000-\$4,999,999	\$76,265	\$74,000	\$65,900	\$87,000	7
\$5,000,000-\$9,999,999	\$76,161	\$70,617	\$66,000	\$80,000	12
\$10,000,000-\$49,999,999	\$94,474	\$90,000	\$77,500	\$117,500	11
\$100 million or more	\$85,500	\$84,000	\$73,250	\$97,000	3
I don't know.	\$71,000	\$63,000	\$56,500	\$81,500	3
How many FTE fundraising professionals work in your organization?					
None	\$51,000	\$50,000	\$50,000	\$63,000	5
.001-1.99	\$67,317	\$63,400	\$51,000	\$81,000	12
2.00-5.99	\$70,701	\$70,000	\$56,000	\$80,000	37
6.00-10.99	\$86,722	\$80,000	\$63,000	\$90,000	9
11.00-20.99	\$74,188	\$72,500	\$61,125	\$82,500	8
More than 20	\$111,542	\$119,000	\$110,000	\$119,709	5
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$31,000	\$31,000	\$19,000	\$43,000	2
\$250,000-\$499,999	\$66,333	\$60,000	\$57,500	\$72,000	3
\$500,000-\$999,999	\$73,132	\$70,000	\$57,500	\$92,500	8
\$1,000,000-\$2,999,999	\$58,954	\$56,000	\$51,000	\$65,000	13
\$3,000,000-\$4,999,999	\$80,750	\$80,000	\$72,000	\$85,500	8
\$5,000,000-\$9,999,999	\$83,643	\$80,000	\$72,500	\$95,000	7
\$10,000,000-\$49,999,999	\$76,173	\$71,234	\$63,000	\$80,000	17
\$50,000,000-\$74,999,999	\$63,000	\$63,000	\$63,000	\$63,000	1
\$75,000,000 - \$99,999,999	\$86,000	\$86,000	\$86,000	\$86,000	1
\$100 million or more	\$114,855	\$114,855	\$112,427	\$117,282	2
I don't know	\$75,969	\$77,000	\$54,500	\$86,250	15

Program Director / Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
In what region is the office where you work located?					
Prince Edward Island, New Brunswick or Nova Scotia	\$58,240	\$55,000	\$50,000	\$61,500	5
Quebec	\$106,927	\$112,000	\$102,000	\$116,927	4
Ontario	\$75,622	\$74,000	\$61,800	\$81,000	41
Manitoba	\$45,248	\$55,000	\$29,019	\$61,250	7
Saskatchewan	\$61,750	\$54,500	\$51,250	\$65,000	4
Alberta	\$84,833	\$85,500	\$77,500	\$89,000	6
British Columbia	\$76,500	\$73,500	\$59,250	\$87,500	10
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$70,010	\$67,500	\$55,000	\$80,000	6
Population of 50,000-999,999	\$68,302	\$63,000	\$55,000	\$80,000	33
Population of 1,000,000-2,999,999	\$73,768	\$72,500	\$60,750	\$85,750	22
Population of 3 million or more	\$85,013	\$80,500	\$73,750	\$96,250	16
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$62,134	\$60,900	\$53,500	\$68,750	10
4-6 years	\$63,173	\$63,000	\$55,000	\$75,000	17
7-9 years	\$78,489	\$75,000	\$62,500	\$80,000	9
10-14 years	\$74,588	\$75,000	\$63,000	\$85,000	17
15-19 years	\$79,642	\$80,000	\$65,000	\$95,000	11
20-24 years	\$73,750	\$78,500	\$59,750	\$87,000	8
25-29 years	\$95,000	\$95,000	\$92,500	\$97,500	2
30 or more years	\$142,355	\$142,355	\$131,032	\$153,677	2
For how many years have you been with your current employer?					
One year or less	\$72,176	\$77,000	\$55,000	\$85,000	21
2.0 years	\$75,500	\$75,000	\$64,750	\$87,500	10
3.0 years	\$65,963	\$65,000	\$62,400	\$69,950	7
4.0 years	\$71,857	\$63,000	\$55,500	\$85,000	7
5-6 years	\$74,786	\$74,500	\$61,750	\$94,500	14
7-9 years	\$79,800	\$71,500	\$60,000	\$85,500	10
10-14 years	\$63,117	\$63,117	\$59,059	\$67,176	2
15 or more years	\$80,753	\$80,000	\$60,000	\$100,058	5
What is your current age?					
25-34 years old	\$62,731	\$62,500	\$55,000	\$69,000	13
35-44 years old	\$77,925	\$75,000	\$62,700	\$91,250	28
45-54 years old	\$73,689	\$77,000	\$60,000	\$85,000	19
55-64 years old	\$80,396	\$74,000	\$58,000	\$89,500	15
65 or more years old	\$7,000	\$7,000	\$7,000	\$7,000	1

Program Director / Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
How would you describe your gender identity?					
Man or Male or Masculine	\$73,208	\$72,500	\$60,125	\$83,750	12
Woman or Female or Feminine	\$72,491	\$71,234	\$58,500	\$84,500	63
What is your education level?					
High School Diploma	\$70,000	\$69,000	\$58,000	\$81,000	4
Two-Year Diploma or some university	\$68,571	\$62,500	\$57,500	\$80,500	15
Bachelor's degree/1er cycle	\$72,928	\$74,000	\$56,500	\$80,500	39
Master's degree/2e cycle	\$97,563	\$105,000	\$79,250	\$116,750	8
Doctorate/3e cycle	\$80,000	\$80,000	\$80,000	\$80,000	1
Post-graduate study - specialization	\$32,550	\$30,500	\$6,800	\$56,250	4
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$79,667	\$75,000	\$72,000	\$85,000	3
Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)	\$63,000	\$63,000	\$63,000	\$63,000	1
Which of the following professional certifications do you hold?					
CFRE	\$84,794	\$84,000	\$75,000	\$100,029	23
University-based certification program in fundraising or nonprofit management	\$68,375	\$66,000	\$58,500	\$81,750	12
Other designation as fellow, certificate holder, or other	\$62,313	\$60,000	\$53,750	\$81,875	8
None of the above	\$65,324	\$63,000	\$55,000	\$75,000	36

Table 81: Salary Data for Fundraising Officer – Canada

Fundraising Officer, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Animals/Animal Welfare (domestic or captive animals, shelter, rescue, adoption, zoos)	\$44,206	\$55,750	\$33,280	\$65,000	5
Arts: Cultural or Heritage Focus	\$44,724	\$47,500	\$40,687	\$50,150	3
Arts: Performance, Exhibition, Creation	\$54,250	\$56,500	\$52,000	\$58,750	4
Civic and Public Affairs	\$23,751	\$23,751	\$11,876	\$35,625	2
Community Development/Economic Development	\$46,725	\$53,450	\$37,500	\$62,675	4
Education: Higher Education	\$80,630	\$77,000	\$71,000	\$94,000	25
Education: Primary or Secondary Education	\$42,893	\$50,085	\$30,128	\$62,850	4
Education: Other	\$60,000	\$60,000	\$60,000	\$60,000	1
Environment	\$69,417	\$71,000	\$61,375	\$78,750	6
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$60,334	\$68,000	\$34,001	\$90,500	3
Health: National or Regional Health Agency	\$53,643	\$52,000	\$46,750	\$58,000	7
Health Services	\$68,981	\$70,000	\$56,900	\$76,500	21
Human Services: Development & Social Services	\$59,979	\$56,450	\$52,145	\$68,750	14
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$42,800	\$53,000	\$25,000	\$67,000	5
Human Services: Multi-Service Center	\$39,861	\$52,581	\$26,291	\$59,791	3
International: Emergency Relief/Humanitarian Aid	\$53,333	\$50,000	\$46,000	\$59,000	3
International Development/Overseas Aid and Support (excluding emergency relief)	\$64,167	\$70,000	\$54,750	\$74,000	6
Religious Congregation, Ministry, Broadcast, or Publishing; Organizing Body of a Faith	\$50,400	\$50,000	\$42,000	\$78,000	5
Scientific or Social Science Research or Other Educational Body (includes think tanks)	\$35,001	\$35,001	\$17,501	\$52,500	2
What is the geographic scope of your organization?					
International	\$76,588	\$73,200	\$67,250	\$85,250	16
National	\$67,206	\$64,000	\$58,000	\$78,000	17
Selected Provinces (operations in provinces separated by other provinces)	\$69,160	\$69,000	\$56,250	\$93,500	10
Provincial and/or Regional (operations in more than one contiguous province)	\$67,302	\$69,000	\$55,188	\$77,750	38
Local or Multiple Communities	\$62,727	\$63,000	\$51,500	\$72,980	39

Fundraising Officer, Canada	Mean	Median	Percentile		Count
			25th	75th	
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$36,291	\$33,873	\$29,437	\$41,937	3
\$100,000-\$249,999	\$52,291	\$52,291	\$52,145	\$52,436	2
\$250,000-\$499,999	\$57,500	\$62,000	\$54,750	\$62,500	3
\$500,000-\$999,999	\$58,759	\$54,500	\$47,543	\$59,925	8
\$1,000,000-\$2,999,999	\$65,581	\$67,565	\$56,250	\$75,600	14
\$3,000,000-\$4,999,999	\$65,894	\$70,000	\$60,900	\$72,500	7
\$5,000,000-\$9,999,999	\$58,476	\$60,000	\$48,500	\$68,000	9
\$10,000,000-\$49,999,999	\$73,200	\$75,000	\$64,000	\$82,000	25
\$50,000,000-\$74,999,999	\$70,340	\$66,019	\$52,938	\$88,072	6
\$75,000,000-\$99,999,999	\$43,000	\$43,000	\$43,000	\$43,000	1
\$100 million or more	\$77,143	\$75,000	\$69,500	\$78,000	7
I don't know.	\$66,400	\$61,850	\$56,500	\$72,500	8
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$56,224	\$54,000	\$48,250	\$66,282	16
2.00-5.99	\$66,140	\$64,000	\$50,300	\$75,000	31
6.00-10.99	\$72,673	\$76,000	\$68,000	\$78,000	17
11.00-20.99	\$68,322	\$70,000	\$55,250	\$74,500	18
More than 20	\$64,321	\$58,000	\$52,125	\$71,500	7
What was your organization's annual operating budget during the last completed fiscal year?					
Less than \$250,000	\$32,585	\$32,585	\$28,793	\$36,378	2
\$250,000-\$499,999	\$56,968	\$53,000	\$45,968	\$64,000	4
\$500,000-\$999,999	\$71,740	\$67,230	\$56,875	\$82,095	4
\$1,000,000-\$2,999,999	\$56,163	\$50,000	\$45,125	\$64,750	10
\$3,000,000-\$4,999,999	\$60,648	\$62,950	\$54,125	\$70,375	8
\$5,000,000-\$9,999,999	\$63,410	\$61,500	\$59,625	\$66,250	10
\$10,000,000-\$49,999,999	\$69,983	\$69,000	\$60,250	\$77,000	12
\$50,000,000-\$74,999,999	\$60,450	\$68,000	\$55,750	\$76,500	5
\$100 million or more	\$82,229	\$77,500	\$75,322	\$93,500	10
I don't know	\$68,756	\$70,000	\$55,500	\$77,250	30

Fundraising Officer, Canada	Mean	Median	Percentile		Count
			25th	75th	
In what region is the office where you work located?					
Prince Edward Island, New Brunswick or Nova Scotia	\$51,897	\$58,000	\$39,640	\$65,000	7
Newfoundland and Labrador	\$81,667	\$94,000	\$73,500	\$96,000	3
Quebec	\$70,618	\$69,000	\$58,500	\$76,500	11
Ontario	\$62,889	\$62,000	\$50,000	\$75,500	31
Manitoba	\$63,535	\$62,850	\$54,395	\$68,500	8
Saskatchewan	\$59,968	\$67,000	\$56,468	\$70,500	4
Alberta	\$73,224	\$76,000	\$58,000	\$90,000	17
British Columbia	\$67,583	\$67,000	\$57,625	\$78,000	15
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$48,000	\$48,000	\$47,000	\$49,000	2
Population of 50,000-999,999	\$64,629	\$65,000	\$55,000	\$76,000	45
Population of 1,000,000-2,999,999	\$66,262	\$67,000	\$55,750	\$77,000	33
Population of 3 million or more	\$70,317	\$71,000	\$52,800	\$80,000	17
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$49,577	\$50,000	\$36,937	\$60,500	19
4-6 years	\$58,648	\$55,750	\$49,550	\$65,500	19
7-9 years	\$68,375	\$69,000	\$57,500	\$78,000	16
10-14 years	\$73,620	\$72,930	\$66,000	\$76,250	12
15-19 years	\$75,547	\$71,500	\$66,000	\$85,000	15
20-24 years	\$78,457	\$76,287	\$76,000	\$95,000	5
25-29 years	\$82,750	\$77,000	\$70,250	\$89,500	4
30 or more years	\$79,065	\$79,065	\$74,597	\$83,532	2
For how many years have you been with your current employer?					
One year or less	\$64,215	\$69,000	\$55,000	\$76,000	29
2.0 years	\$63,558	\$59,500	\$50,686	\$78,000	20
3.0 years	\$62,694	\$67,000	\$51,000	\$74,750	15
4.0 years	\$63,372	\$62,000	\$56,900	\$74,460	5
5-6 years	\$69,660	\$59,350	\$50,500	\$91,350	10
7-9 years	\$64,975	\$62,500	\$54,450	\$71,750	8
10-14 years	\$87,457	\$88,000	\$76,287	\$94,000	5
15 or more years	\$72,000	\$72,000	\$72,000	\$72,000	1

Fundraising Officer, Canada	Mean	Median	Percentile		Count
			25th	75th	
What is your current age?					
Under Age 25	\$43,040	\$43,040	\$38,160	\$47,920	2
25-34 years old	\$57,567	\$55,375	\$47,750	\$70,750	34
35-44 years old	\$73,602	\$70,000	\$62,000	\$80,000	25
45-54 years old	\$73,349	\$73,750	\$65,750	\$80,250	18
55-64 years old	\$63,603	\$67,000	\$56,850	\$71,700	11
65 or more years old	\$65,500	\$65,500	\$54,250	\$76,750	2
How would you describe your gender identity?					
Man or Male or Masculine	\$76,236	\$79,000	\$68,750	\$92,500	16
Woman or Female or Feminine	\$63,761	\$63,000	\$52,000	\$75,000	75
Gender non-conforming, Gender queer or Non-binary	\$57,250	\$57,250	\$52,375	\$62,125	2
What is your education level?					
High School Diploma	\$63,282	\$68,000	\$67,000	\$70,129	5
Two-Year Diploma or some university	\$75,000	\$78,000	\$55,000	\$90,000	13
Bachelor's degree/1er cycle	\$65,662	\$70,000	\$52,895	\$76,625	44
Master's degree/2e cycle	\$68,585	\$63,000	\$58,000	\$73,000	13
Post-graduate study - specialization	\$58,940	\$52,800	\$46,000	\$65,000	13
Professional degree (JD, LLB, MBA, MD, DO, etc.)	\$58,700	\$58,700	\$58,700	\$58,700	1
Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)	\$54,818	\$57,000	\$42,218	\$69,600	4
Which of the following professional certifications do you hold?					
CFRE	\$74,223	\$77,500	\$69,600	\$86,500	22
University-based certification program in fundraising or nonprofit management	\$60,460	\$59,750	\$51,950	\$73,000	18
Other designation as fellow, certificate holder, or other	\$65,389	\$60,000	\$50,000	\$78,000	15
None of the above	\$62,165	\$60,000	\$51,500	\$70,565	43

Table 82: Salary Data for Other Fundraising Staff – Canada

Other Fundraising Staff, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Arts: Performance, Exhibition, Creation	\$45,619	\$44,500	\$33,500	\$56,619	4
Education: Higher Education	\$58,857	\$60,000	\$51,000	\$65,500	7
Education: Primary or Secondary Education	\$45,000	\$45,000	\$45,000	\$45,000	1
Environment	\$46,000	\$46,000	\$46,000	\$46,000	1
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$58,000	\$58,000	\$58,000	\$58,000	1
Health: National or Regional Health Agency	\$54,500	\$48,000	\$44,500	\$58,000	4
Health Services	\$54,827	\$55,660	\$50,000	\$61,475	5
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$40,800	\$40,800	\$40,400	\$41,200	2
None of the Above	\$30,000	\$30,000	\$30,000	\$30,000	1
What is the geographic scope of your organization?					
International	\$60,667	\$60,000	\$57,500	\$63,500	3
National	\$54,589	\$47,000	\$45,000	\$60,738	11
Selected Provinces (operations in provinces separated by other provinces)	\$47,000	\$45,000	\$43,500	\$52,500	6
Provincial and/or Regional (operations in more than one contiguous province)	\$52,830	\$55,660	\$47,000	\$61,738	11
Local or Multiple Communities	\$48,067	\$50,000	\$40,800	\$56,830	11
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$34,000	\$34,000	\$34,000	\$34,000	1
\$100,000-\$249,999	\$32,000	\$32,000	\$32,000	\$32,000	1
\$250,000-\$499,999	\$30,000	\$30,000	\$30,000	\$30,000	1
\$500,000-\$999,999	\$55,000	\$55,000	\$55,000	\$55,000	1
\$1,000,000-\$2,999,999	\$71,500	\$71,500	\$67,750	\$75,250	2
\$3,000,000-\$4,999,999	\$54,358	\$60,000	\$50,800	\$60,738	3
\$5,000,000-\$9,999,999	\$51,667	\$50,000	\$48,500	\$54,000	3
\$10,000,000-\$49,999,999	\$48,600	\$45,000	\$45,000	\$46,000	5
\$50,000,000-\$74,999,999	\$44,000	\$44,000	\$43,500	\$44,500	2
\$100 million or more	\$62,000	\$62,000	\$62,000	\$62,000	1
I don't know.	\$53,330	\$53,330	\$52,165	\$54,495	2

Other Fundraising Staff, Canada	Mean	Median	Percentile		Count
			25th	75th	
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$32,000	\$32,000	\$31,000	\$33,000	2
2.00-5.99	\$50,333	\$51,000	\$48,000	\$53,000	3
6.00-10.99	\$56,200	\$50,000	\$47,000	\$60,000	5
11.00-20.99	\$52,000	\$46,000	\$45,000	\$61,000	7
More than 20	\$52,427	\$55,660	\$43,000	\$61,475	5
What was your organization's annual operating budget during the last completed fiscal year?					
\$500,000-\$999,999	\$32,000	\$32,000	\$31,000	\$33,000	2
\$1,000,000-\$2,999,999	\$32,000	\$32,000	\$32,000	\$32,000	1
\$3,000,000-\$4,999,999	\$58,000	\$58,000	\$58,000	\$58,000	1
\$5,000,000-\$9,999,999	\$58,238	\$58,238	\$56,619	\$59,856	2
\$10,000,000-\$49,999,999	\$48,000	\$45,000	\$43,750	\$49,250	4
\$100 million or more	\$63,500	\$63,500	\$61,750	\$65,250	2
I don't know	\$53,438	\$48,500	\$45,000	\$57,745	12
In what region is the office where you work located?					
Prince Edward Island, New Brunswick or Nova Scotia	\$64,000	\$64,000	\$64,000	\$64,000	1
Quebec	\$41,600	\$41,600	\$41,600	\$41,600	1
Ontario	\$53,956	\$54,000	\$45,000	\$61,606	12
Saskatchewan	\$51,000	\$51,000	\$51,000	\$51,000	1
Alberta	\$46,132	\$45,000	\$45,000	\$55,000	5
British Columbia	\$49,000	\$44,500	\$42,250	\$51,250	4
In what size metropolitan area is the office where you work located?					
Population of 50,000-999,999	\$47,300	\$47,500	\$43,500	\$54,000	10
Population of 1,000,000-2,999,999	\$57,415	\$55,660	\$46,000	\$67,000	9
Population of 3 million or more	\$48,200	\$45,000	\$40,000	\$60,000	5
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$44,866	\$45,000	\$41,600	\$46,000	13
4-6 years	\$58,295	\$61,475	\$51,000	\$62,000	5
10-14 years	\$79,000	\$79,000	\$79,000	\$79,000	1
15-19 years	\$66,000	\$66,000	\$62,000	\$70,000	2

Other Fundraising Staff, Canada	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
One year or less	\$54,415	\$45,000	\$45,000	\$61,475	5
2.0 years	\$50,237	\$46,000	\$44,000	\$55,330	7
3.0 years	\$47,000	\$48,000	\$41,750	\$53,250	4
4.0 years	\$40,000	\$40,000	\$35,000	\$45,000	2
5-6 years	\$62,000	\$62,000	\$62,000	\$62,000	1
10-14 years	\$58,000	\$58,000	\$58,000	\$58,000	1
15 or more years	\$74,000	\$74,000	\$74,000	\$74,000	1
What is your current age?					
Under Age 25	\$44,333	\$45,000	\$44,000	\$45,000	3
25-34 years old	\$50,467	\$50,000	\$45,000	\$60,000	13
35-44 years old	\$54,500	\$54,500	\$42,250	\$66,750	2
45-54 years old	\$56,830	\$56,830	\$56,245	\$57,415	2
55-64 years old	\$74,000	\$74,000	\$74,000	\$74,000	1
How would you describe your gender identity?					
Man or Male or Masculine	\$45,000	\$45,000	\$45,000	\$45,000	2
Woman or Female or Feminine	\$52,407	\$51,000	\$44,000	\$60,738	19
What is your education level?					
Two-Year Diploma or some university	\$57,500	\$57,500	\$56,250	\$58,750	2
Bachelor's degree/1er cycle	\$50,518	\$46,000	\$43,000	\$58,000	13
Master's degree/2e cycle	\$53,500	\$53,500	\$49,250	\$57,750	2
Post-graduate study - specialization	\$48,000	\$48,000	\$46,500	\$49,500	2
Professional or technical certification (such as CPA, paralegal, apprenticeship in a trade, etc.)	\$55,500	\$55,500	\$43,750	\$67,250	2
Which of the following professional certifications do you hold?					
CFRE	\$70,500	\$70,500	\$68,750	\$72,250	2
University-based certification program in fundraising or nonprofit management	\$48,333	\$51,000	\$41,500	\$56,500	3
Other designation as fellow, certificate holder, or other	\$55,738	\$55,738	\$52,869	\$58,606	2
None of the above	\$49,161	\$45,000	\$43,500	\$55,495	14

Table 83: Salary Data for Consultant, All Types – Canada

Consultant, All Types, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Consultant	\$65,000	\$65,000	\$65,000	\$65,000	1
What is the geographic scope of your organization?					
International	\$93,000	\$65,000	\$50,000	\$100,000	5
National	\$127,375	\$125,000	\$85,875	\$150,000	12
Selected Provinces (operations in provinces separated by other provinces)	\$112,250	\$97,000	\$84,250	\$125,000	4
Provincial and/or Regional (operations in more than one contiguous province)	\$200,000	\$200,000	\$200,000	\$200,000	1
Local or Multiple Communities	\$102,857	\$100,000	\$50,000	\$140,000	7
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
I don't know.	\$65,000	\$65,000	\$65,000	\$65,000	1
What was your organization's annual operating budget during the last completed fiscal year?					
I don't know	\$65,000	\$65,000	\$65,000	\$65,000	1
In what region is the office where you work located?					
Newfoundland and Labrador	\$100,000	\$100,000	\$100,000	\$100,000	1
Quebec	\$60,000	\$60,000	\$42,500	\$77,500	2
Ontario	\$92,000	\$100,000	\$52,500	\$115,000	11
Manitoba	\$300,000	\$300,000	\$300,000	\$300,000	1
Saskatchewan	\$106,833	\$94,000	\$85,250	\$122,000	3
Alberta	\$120,000	\$120,000	\$120,000	\$120,000	1
British Columbia	\$121,250	\$122,500	\$58,750	\$185,000	4
In what size metropolitan area is the office where you work located?					
Population less than 50,000	\$100,000	\$100,000	\$100,000	\$100,000	1
Population of 50,000-999,999	\$108,833	\$89,000	\$55,000	\$130,000	9
Population of 1,000,000-2,999,999	\$98,571	\$100,000	\$72,500	\$110,000	7
Population of 3 million or more	\$124,600	\$143,000	\$100,000	\$150,000	5
For how many years have you been employed as a fundraising professional?					
4-6 years	\$57,500	\$57,500	\$53,750	\$61,250	2
7-9 years	\$79,667	\$94,000	\$72,000	\$94,500	3
15-19 years	\$120,000	\$115,000	\$100,000	\$135,000	4
20-24 years	\$90,875	\$82,750	\$71,125	\$102,500	4
25-29 years	\$133,333	\$120,000	\$110,000	\$150,000	3
30 or more years	\$147,000	\$150,000	\$45,000	\$200,000	5

Consultant, All Types, Canada	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
One year or less	\$92,000	\$92,000	\$90,500	\$93,500	2
2.0 years	\$45,000	\$45,000	\$45,000	\$45,000	1
3.0 years	\$90,000	\$65,000	\$60,000	\$107,500	3
4.0 years	\$75,000	\$75,000	\$62,500	\$87,500	2
5-6 years	\$125,000	\$125,000	\$115,000	\$135,000	4
7-9 years	\$100,125	\$85,250	\$69,875	\$115,500	4
10-14 years	\$185,750	\$171,500	\$132,250	\$225,000	4
15 or more years	\$40,000	\$40,000	\$40,000	\$40,000	1
What is your current age?					
25-34 years old	\$70,800	\$65,000	\$50,000	\$94,000	5
35-44 years old	\$100,000	\$100,000	\$100,000	\$100,000	1
45-54 years old	\$146,750	\$116,000	\$80,500	\$182,250	4
55-64 years old	\$132,143	\$130,000	\$110,000	\$165,000	7
65 or more years old	\$88,833	\$76,500	\$58,250	\$113,250	3
How would you describe your gender identity?					
Man or Male or Masculine	\$125,714	\$150,000	\$80,000	\$165,000	7
Woman or Female or Feminine	\$102,500	\$94,000	\$55,000	\$100,000	13
Intersex or other related terms	\$120,000	\$120,000	\$120,000	\$120,000	1
What is your education level?					
High school	\$65,000	\$65,000	\$65,000	\$65,000	1
Two-Year Diploma or some university	\$100,000	\$100,000	\$100,000	\$100,000	1
Bachelor's degree/1er cycle	\$132,591	\$120,000	\$94,500	\$150,000	11
Master's degree/2e cycle	\$95,000	\$77,500	\$47,500	\$122,500	6
Post-graduate study - specialization	\$69,500	\$69,500	\$59,750	\$79,250	2
Which of the following professional certifications do you hold?					
CFRE	\$116,111	\$100,000	\$95,000	\$150,000	9
University-based certification program in fundraising or nonprofit management	\$139,667	\$130,000	\$109,500	\$165,000	3
Other designation as fellow, certificate holder, or other	\$112,500	\$125,000	\$102,500	\$135,000	4
None of the above	\$113,167	\$94,000	\$65,000	\$143,000	9

Table 84: Salary Data for Chief Operating Officer – Canada

COO, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Education: Higher Education (college, university, community college and/or affiliated foundation)	\$135,000	\$135,000	\$135,000	\$135,000	1
Education: Other (public library foundation, literacy, vocational training, scholarships, Greek foundation)	\$154,000	\$154,000	\$154,000	\$154,000	1
Fundraising & Grantmaking: Community Foundation, Donor-Advised Fund Sponsor	\$155,000	\$155,000	\$155,000	\$155,000	1
Health Services (hospital, clinic, nursing home, specialized services)	\$81,000	\$81,000	\$81,000	\$81,000	1
What is the geographic scope of your organization?					
National	\$148,000	\$154,000	\$144,500	\$154,500	3
Local or Multiple Communities	\$81,000	\$81,000	\$81,000	\$81,000	1
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
\$10,000,000-\$49,999,999	\$131,250	\$144,500	\$121,500	\$154,250	4
How many FTE fundraising professionals work in your organization?					
2.00-5.99	\$154,000	\$154,000	\$154,000	\$154,000	1
6.00-10.99	\$155,000	\$155,000	\$155,000	\$155,000	1
11.00-20.99	\$81,000	\$81,000	\$81,000	\$81,000	1
More than 20	\$135,000	\$135,000	\$135,000	\$135,000	1
What was your organization's annual operating budget during the last completed fiscal year?					
\$5,000,000-\$9,999,999	\$155,000	\$155,000	\$155,000	\$155,000	1
\$10,000,000-\$49,999,999	\$154,000	\$154,000	\$154,000	\$154,000	1
\$100 million or more	\$135,000	\$135,000	\$135,000	\$135,000	1
I don't know	\$81,000	\$81,000	\$81,000	\$81,000	1
In what region is the office where you work located?					
Ontario	\$148,000	\$154,000	\$144,500	\$154,500	3
British Columbia	\$81,000	\$81,000	\$81,000	\$81,000	1
In what size metropolitan area is the office where you work located?					
Population of 50,000-999,999	\$81,000	\$81,000	\$81,000	\$81,000	1
Population of 3 million or more	\$148,000	\$154,000	\$144,500	\$154,500	3
For how many years have you been employed as a fundraising professional?					
15-19 years	\$117,500	\$117,500	\$99,250	\$135,750	2
25-29 years	\$135,000	\$135,000	\$135,000	\$135,000	1
30 or more years	\$155,000	\$155,000	\$155,000	\$155,000	1

COO, Canada	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
2.0 years	\$81,000	\$81,000	\$81,000	\$81,000	1
4.0 years	\$155,000	\$155,000	\$155,000	\$155,000	1
10-14 years	\$144,500	\$144,500	\$139,750	\$149,250	2
What is your current age?					
35-44 years old	\$154,000	\$154,000	\$154,000	\$154,000	1
45-54 years old	\$135,000	\$135,000	\$135,000	\$135,000	1
55-64 years old	\$118,000	\$118,000	\$99,500	\$136,500	2
How would you describe your gender identity?					
Woman or Female or Feminine	\$131,250	\$144,500	\$121,500	\$154,250	4
What is your education level?					
Two-Year Diploma or some university	\$81,000	\$81,000	\$81,000	\$81,000	1
Bachelor's degree/1er cycle	\$145,000	\$145,000	\$140,000	\$150,000	2
Post-graduate study - specialization	\$154,000	\$154,000	\$154,000	\$154,000	1
Which of the following professional certifications do you hold?					
CFRE	\$135,000	\$135,000	\$135,000	\$135,000	1
University-based certification program in fundraising or nonprofit management	\$81,000	\$81,000	\$81,000	\$81,000	1
Other designation as fellow, certificate holder, or other	\$154,500	\$154,500	\$154,250	\$154,750	2

Table 85: Salary Data for Grants Manager – Canada

Grants Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Community Development/Economic Development	\$75,000	\$75,000	\$75,000	\$75,000	1
Environment	\$58,000	\$58,000	\$58,000	\$58,000	1
Human Services: Development & Social Services	\$73,333	\$75,000	\$67,500	\$80,000	3
Human Services: Criminal Justice, Legal Aid, Employment, Housing, Homelessness	\$73,000	\$73,000	\$73,000	\$73,000	1
What is the geographic scope of your organization?					
National	\$58,000	\$58,000	\$58,000	\$58,000	1
Local or Multiple Communities	\$73,250	\$74,000	\$69,750	\$77,500	4
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
Less than \$100,000	\$59,000	\$59,000	\$58,500	\$59,500	2
\$100,000-\$249,999	\$85,000	\$85,000	\$85,000	\$85,000	1
\$250,000-\$499,999	\$73,000	\$73,000	\$73,000	\$73,000	1
\$5,000,000-\$9,999,999	\$75,000	\$75,000	\$75,000	\$75,000	1
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$73,333	\$75,000	\$67,500	\$80,000	3
2.00-5.99	\$65,500	\$65,500	\$61,750	\$69,250	2
What was your organization's annual operating budget during the last completed fiscal year?					
\$500,000-\$999,999	\$58,000	\$58,000	\$58,000	\$58,000	1
\$3,000,000-\$4,999,999	\$60,000	\$60,000	\$60,000	\$60,000	1
\$5,000,000-\$9,999,999	\$74,000	\$74,000	\$73,500	\$74,500	2
\$10,000,000-\$49,999,999	\$85,000	\$85,000	\$85,000	\$85,000	1
In what region is the office where you work located?					
Manitoba	\$60,000	\$60,000	\$60,000	\$60,000	1
Alberta	\$72,750	\$74,000	\$69,250	\$77,500	4
In what size metropolitan area is the office where you work located?					
Population of 50,000-999,999	\$59,000	\$59,000	\$58,500	\$59,500	2
Population of 1,000,000-2,999,999	\$77,667	\$75,000	\$74,000	\$80,000	3
For how many years have you been employed as a fundraising professional?					
Less than 4 years	\$60,000	\$60,000	\$60,000	\$60,000	1
4-6 years	\$72,750	\$74,000	\$69,250	\$77,500	4

Grants Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
For how many years have you been with your current employer?					
One year or less	\$75,000	\$75,000	\$75,000	\$75,000	1
3.0 years	\$73,000	\$73,000	\$73,000	\$73,000	1
5-6 years	\$67,667	\$60,000	\$59,000	\$72,500	3
What is your current age?					
25-34 years old	\$58,000	\$58,000	\$58,000	\$58,000	1
35-44 years old	\$75,000	\$75,000	\$75,000	\$75,000	1
45-54 years old	\$79,000	\$79,000	\$76,000	\$82,000	2
55-64 years old	\$60,000	\$60,000	\$60,000	\$60,000	1
How would you describe your gender identity?					
Woman or Female or Feminine	\$70,200	\$73,000	\$60,000	\$75,000	5
What is your education level?					
High school	\$75,000	\$75,000	\$75,000	\$75,000	1
Two-Year Diploma or some university	\$72,500	\$72,500	\$66,250	\$78,750	2
Bachelor's degree/1er cycle	\$58,000	\$58,000	\$58,000	\$58,000	1
Master's degree/2e cycle	\$73,000	\$73,000	\$73,000	\$73,000	1
Which of the following professional certifications do you hold?					
CFRE	\$58,000	\$58,000	\$58,000	\$58,000	1
Other designation as fellow, certificate holder, or other	\$60,000	\$60,000	\$60,000	\$60,000	1
None of the above	\$77,667	\$75,000	\$74,000	\$80,000	3

Table 86: Salary Data for Dean or Head Unit – Canada

Dean or Head Unit, Canada	Mean	Median	Percentile		Count
			25th	75th	
With what type of organization are you currently affiliated as a fundraising professional?					
Human Services: Development & Social Services	\$89,000	\$89,000	\$85,000	\$93,000	2
What is the geographic scope of your organization?					
National	\$97,000	\$97,000	\$97,000	\$97,000	1
Local or Multiple Communities	\$81,000	\$81,000	\$81,000	\$81,000	1
Approximately how much money did your organization raise in contributed gifts from all sources during the last completed fiscal year?					
\$250,000-\$499,999	\$81,000	\$81,000	\$81,000	\$81,000	1
\$500,000-\$999,999	\$97,000	\$97,000	\$97,000	\$97,000	1
How many FTE fundraising professionals work in your organization?					
.001-1.99	\$81,000	\$81,000	\$81,000	\$81,000	1
2.00-5.99	\$97,000	\$97,000	\$97,000	\$97,000	1
What was your organization's annual operating budget during the last completed fiscal year?					
\$250,000-\$499,999	\$81,000	\$81,000	\$81,000	\$81,000	1
\$500,000-\$999,999	\$97,000	\$97,000	\$97,000	\$97,000	1
In what region is the office where you work located?					
Quebec	\$97,000	\$97,000	\$97,000	\$97,000	1
Alberta	\$81,000	\$81,000	\$81,000	\$81,000	1
In what size metropolitan area is the office where you work located?					
Population of 50,000-999,999	\$97,000	\$97,000	\$97,000	\$97,000	1
Population of 1,000,000-2,999,999	\$81,000	\$81,000	\$81,000	\$81,000	1
For how many years have you been employed as a fundraising professional?					
4-6 years	\$97,000	\$97,000	\$97,000	\$97,000	1
30 or more years	\$81,000	\$81,000	\$81,000	\$81,000	1
For how many years have you been with your current employer?					
One year or less	\$81,000	\$81,000	\$81,000	\$81,000	1
5-6 years	\$97,000	\$97,000	\$97,000	\$97,000	1
What is your current age?					
45-54 years old	\$97,000	\$97,000	\$97,000	\$97,000	1
55-64 years old	\$81,000	\$81,000	\$81,000	\$81,000	1
How would you describe your gender identity?					
Man or Male or Masculine	\$97,000	\$97,000	\$97,000	\$97,000	1
Woman or Female or Feminine	\$81,000	\$81,000	\$81,000	\$81,000	1

Grants Manager, Canada	Mean	Median	Percentile		Count
			25th	75th	
What is your education level?					
High school	\$75,000	\$75,000	\$75,000	\$75,000	1
Two-Year Diploma or some university	\$72,500	\$72,500	\$66,250	\$78,750	2
Bachelor's degree/1er cycle	\$58,000	\$58,000	\$58,000	\$58,000	1
Master's degree/2e cycle	\$73,000	\$73,000	\$73,000	\$73,000	1
Which of the following professional certifications do you hold?					
CFRE	\$58,000	\$58,000	\$58,000	\$58,000	1
Other designation as fellow, certificate holder, or other	\$60,000	\$60,000	\$60,000	\$60,000	1
None of the above	\$77,667	\$75,000	\$74,000	\$80,000	3

Appendix 10: Survey Questions

See end of section for questions as asked for Canadians.

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

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

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

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

Approximately how much money did your organization raise in philanthropic contributions

(gifts) from all sources during the last completed fiscal year? (Consultants, skip this page.)

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

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

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

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

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

How satisfied are you with the following at your organization?

Board members' engagement in fundraising 4 Highly satisfied

- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion

NA

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

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied

0 No Opinion

NA

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

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied

0 No Opinion

NA

Number of staff who dedicate time to fundraising

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied

0 No Opinion

NA

Chief Executive Officer/Executive Director engagement in fundraising

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied 0 No Opinion

NA

Skills and knowledge of the fundraising staff your organization hires

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied 0 No Opinion

NA

How satisfied are you with the following at your organization?

Understanding of and respect from your organization's staff about the importance of fundraising

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

Expectations that are placed on fundraising at your organization 4 Highly satisfied

- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Overall effectiveness of your organization's fundraising 4 Highly satisfied

- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

Your organization's work culture

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

Management at your organization

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

The budgeting process for fundraising staff and resources

- 4 Highly satisfied
- 3 Satisfied
- 2 Dissatisfied
- 1 Strong Dissatisfied

0 No Opinion

0 NA

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

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

1 International

2 National

3 State/Provincial/Regional

4 Local

5 Other (please specify)

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

1 Population less than 50,000

2 Population of 50,000-999,999

3 Population of 1,000,000-2,999,999

4 Population of 3 million or more

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

1 1-24% (<10 hours/week)

2 25-49% (10 - <20 hours/week)

3 50-74% (20 - <30 hours/week)

4 75-99% (30 - <40 hours/week)

5 100% (40+ hours/week)

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

1 Agency CEO with fundraising and other responsibilities

2 Chief Development Officer: Vice Chancellor, Vice President, or Director of Development, Fundraising or Institutional Relations (top paid position with responsibility for managing fundraising)

3 Associate Vice Chancellor, Deputy Director, Associate Director/Assistant or Associate Vice President or equivalent (reporting to Chief Development Officer, with responsibility for others engaged in fundraising)

4 Program Director/Manager (with responsibility for managing a particular program(s), e.g., annual giving, planned giving, or fundraising for a specific location or school within a university)

5 Fundraising Officer (Major Gifts Officer, Planned Giving Officer, or having responsibility for managing)

6 Other Fundraising Staff Position (e.g., coordinator, assistant, researcher, writer, gift entry)

7 Consultant - Principal, Senior Staff member, Campaign Director in Full-service Firm (surveys,

planning, organization, campaign direction, etc.)

8 Consultant - staff member at full-service firm but not principal or senior level

9 Consultant specialized, independent or small-shop consultancy

10 Not working in fundraising at the end of 2019 - retired or for other reasons

11 Other (please specify)

How satisfied are you with the following for your role?

Workload assigned

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied 0 No Opinion

0 NA

Ability to find work-life balance

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied

0 No Opinion

0 NA

Adequate support services

4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied

0 No Opinion

0 NA

Opportunity for advancement 4 Highly satisfied

3 Satisfied

2 Dissatisfied

1 Strong Dissatisfied

0 No Opinion

0 NA

Job security

4 Highly satisfied

3 Satisfied

2 Dissatisfied

- 1 Strong Dissatisfied
- 0 No Opinion
- 0 NA

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

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

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

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

To whom do you report?

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

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

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

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

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

[Consultants: Skip this question.]

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

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

- 1 Yes
- 2 No

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

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

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

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

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

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

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

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

- 1 Defined benefit pension plan (plan in which the employer assumes the investment risk. It

specifies a benefit at the age of retirement based on a formula using salary and/or years of experience).

2 Defined contribution plan - (plan in which the employee assumes the investment risk). Annual contribution based on one of these factors: (1) percentage of salary (2) a percentage of the target benefit based on age or (3) a match based on employee contribution, e.g. an employer match for an employee's contributions to an IRA

3 Profit-sharing plan (provides that the amount held in the account of each participant will be paid when that participant retires. The amount of any distribution from the profit-sharing plan depends on the contributions, including allocated forfeitures, made for the participant and the earnings from those contributions).

4 Thrift/savings plan (a tax-deferred savings program established for federal employees only. The TSP is similar to the 401(d) plans widely used in private industry).

5 Money purchase pension plan - (plan in which contributions by the employer are fixed and are not based on business profits).

6 SEP (Simplified Employee Pension) - a plan that allows you to make contributions toward your own [if you are self-employed] and your employees' retirement without getting involved in a more complex qualified plan. Contributions are made to a traditional individual retirement arrangement [called a SEP-IRA] set up by or for each eligible employee. SEP-IRAs are owned and controlled by the employee, and the employer makes contributions to the financial institution where the SEP-IRA is maintained.)

7 SIMPLE (Savings Incentive Match Plan for Employees) IRA - (plan in which employees can choose to make salary reduction contributions to the plan rather than receiving these amounts as part of their regular pay. In addition, the employer contributes matching or nonelective contributions.)

8 Non-IRS-Qualified Plan - (an employer's plan that does not meet Internal Revenue Code requirements for qualified employee plans. It does not qualify for most of the tax benefits of a qualified plan).

9 IRA (Individual Retirement Account) - (a personal savings plan that offers you tax advantages to set aside money for your retirement. Generally, amounts in your IRAs, including earnings and gains, are not taxed until distributed).

10 None. My organization does not offer other retirement plans.

11 Other

12 Don't know

13 My organization doesn't offer any retirement plan at all.

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

1 Employer contribution toward medical insurance or funding for medical expenses (HMO, PPO, basic coverage, direct reimbursement for medical expenses, etc).

2 Medical Savings Account (MSA)/Health Savings Account (HSA)

3 Employee Assistance Program

4 Dental insurance

5 Elder care

6 Mental health coverage

7 Prescription drug coverage

- 8 Supplementary long-term care
- 9 Vision insurance
- 10 naturopath
- 11 My organization offers NONE of these.
- 12 Stipend
- Other (please specify)

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

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

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

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

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

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

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

Please select the ONE response that best describes your field of endeavor immediately prior

to entering fundraising.

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

For how many years have you been employed as a fundraising professional?

Enter digits in whole years and round to the nearest year (e.g., enter 7 if you have worked 7 years and less than 6 months in fundraising and 8 if you have worked 7 years and 6 or more months).

For how many years have you been with your current employer?

Enter digits in whole years and round to the nearest year (e.g., enter 3 if you have worked there 3 years and less than 6 months and 4 if you have worked there 3 years and 6 or more months).

What is the longest period of time you have been employed in the same fundraising position with the same organization?

Enter digits in whole years and round to the nearest year (e.g., enter 5 if you worked at that job for 5 years and less than 6 months and 6 if you have worked there 5 years and 6 or more months).

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

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

What is your age now?

35 or under Over 35

Young Professionals Questions

Only if age 35 or under

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

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

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

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

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

Open-ended text coded by analysts

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

- 1 Yes
- 2 No
- 3 Not sure

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

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

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

- 1 Yes
- 2 No

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

- 1 Yes, definitely
- 2 Somewhat
- 3 Not much

- 4 Not at all
- 5 Don't know
- 6 Does not apply
- 7 Other (please specify)

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

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

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

- 1 Yes
- 2 No
- 3 Not sure

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

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

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

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

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

- 1 Learning more about evaluating fundraising programs
- 2 Managing volunteers or more volunteers

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

What do you think your next career step will be?

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

ALL PARTICIPANTS

How long have you been a member of AFP?

- 1 <1year
- 2 1 to 4 years
- 3 5 to 6 years
- 4 7to9years
- 5 10+ years

Who pays your AFP dues?

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

Have you ever been a mentor on behalf of AFP?

- 1 Yes
- 2 No

Chapter Activities

- 1 Attend chapter meetings regularly (6 or more times a year)
- 2 Attend chapter meetings sometimes (1 to 5 times a year)
- 3 Almost never attend chapter meetings (<1 a year)

4 Do not attend chapter meetings

Local, Regional, or State-level AFP

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

National AFP

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

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

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

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

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

Please select the option that suits you.

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

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

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

What is your age now?

Which of these is your highest completed education level?

- 1 High school
- 2 Associate's degree
- 3 Bachelor's degree
- 4 Master's degree
- 5 Doctorate

6 Other advanced degree (JD, MD, DO, etc.) 7 Other (please specify)

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

1 CFRE

2 ACFRE

3 FAHP

4 IADF

5 CFRM

6 None

Other (please specify)

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

Canadian Questions

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

Retirement Benefits

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

1 Defined Pension Benefit Plan

2 Defined Contribution Plan

3 Profit-sharing plan

4 Group Registered Retirement Savings Plan (RRSP)

5 My organization does not offer retirement benefits. 6 Don't know

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

1 Non-IRS qualified plan

2 SIMPLE

3 Money Purchase pension plan 4 IRA

5 SEP

6 Thrift savings plan

Health Benefits

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

1 Basic hospitalization/major medical 2 Major medical

3 Employee Assistance Program

4 Dental insurance

- 5 Elder care
- 6 Mental health coverage
- 7 Prescription drug coverage
- 8 Supplementary long-term care 9 Vision insurance
- 10 Alternative care coverage such as for an accupuncturist, chiropractor, massage therapist or naturopat 11 My organization offers NONE of these.
- 12 Other (please specify)

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

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

ETHNICITY

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

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

