2021 MID-SOUTH NONPROFIT COMPENSATION REPORT
Five years have passed since Momentum Nonprofit Partners (formerly Alliance for Nonprofit Excellence) has offered a compensation report for Mid-South nonprofits. Since 2016, the world has changed dramatically, and you’ll see those changes reflected in how we have presented the data in this report. Issues of talent justice, disparities in pay based on gender and race, and the lack of professional development among some key staff members are a few of the new revelations we have included in this report.

Outside of the frustrating but unsurprising disparities in pay based on race and gender, the data revealed in this report gave us pause multiple times. Why are administrative staff and development staff being developed far less than CEOs or program staff? Why are nonprofits finding it difficult to retain program staff? Why are so many average salaries well below $15 per hour or $31,200 per year?

We hope that this compensation report provides helpful guidance for board members and executive staff to better determine staff salaries. This report also serves as a bellwether for policy changes in our Mid-South nonprofits that better support our employees and, in turn, better support the communities that Mid-South nonprofits serve.

If you have any questions about this report, don’t hesitate to reach out to us at Momentum Nonprofit Partners for additional guidance.
Gender Identity of CEO
- Female: 67%
- Male: 32%
- Non-binary: 1%

Racial Identity of CEO
- White: 62%
- Black/African American: 35%
- Mixed Race: 2%

169 Participating Mid-South Nonprofit Organizations
ORGANIZATIONAL PROFILES

Years in operation
- Less than 3 years: 14%
- 3-5 years: 12%
- 6-10 years: 12%
- 11-25 years: 23%
- 26-50 years: 24%
- 51+ years: 15%

Annual Budget
- Under $100K: 17%
- $100K-$249,999: 8%
- $250K-$499,999: 9%
- $500K-$999,999: 20%
- $1mil-$2,499,999: 23%
- $2.5mil-$4,999,999: 14%
- $5mil-$9,999,999: 4%
- $10mil+: 5%
STAFFING IN 2021

Organizations With Layoffs of More Than Half of Staff
4%

Organizations Without Layoffs in 2021
75%

Staff Size Changes in 2021
- Staying the Same 42%
- Increasing 55%
- Decreasing 3%

Food for thought: More than 1 million nonprofit jobs were lost nationally in 2020 due to the COVID-19 pandemic.
What Organizations Say Are the Biggest Challenges to Staff Retention

Food for thought: What contributing factors are causing Mid-South nonprofits to struggle with offering competitive pay?
STAFF RETENTION

The Staff Positions Organizations Say Are Most Difficult Positions to Retain

Food for thought:
Why are program staff the most difficult to retain?
How can nonprofits mitigate the high turnover?
How Organizations Try to Retain Their Staff

- Social Events: 75%
- Staff Development: 50%
- Employee Wellness: 25%
- Flexible Scheduling: 0%
- Bonuses: 0%
- Employee Recognition: 0%
BENEFITS: HEALTH INSURANCE

Percentage of Organizations Providing Health Insurance: 65%

Percentage of Organizations with Health Insurance Increases in 2021: 54%

Average Health Insurance Increase in 2021: 9%

Percentage of Organizations Requiring Their Employees to Pay More for Their Share: 26%

Food for thought: Where are the other 35% of nonprofit employees receiving their health insurance, if at all?
OTHER BENEFITS OFFERED

- Dental Insurance: 83%
  Of those that provided health insurance
- Vision Insurance: 79%
  Of those that provided health insurance
- Flexible Paid Time Off: 53%
- Retirement Plan: 64%
- Employer Match Retirement: 53%
Other Benefits Offered

Disability Insurance: 57%
Life Insurance: 69%
Housing for Employees: 4%
Daycare for Employees’ Children: 2%
Parental Leave: 35%
**PROFESSIONAL DEVELOPMENT**

Professional Development Opportunities Offered to Staff

- Local Workshops: 88%
- Out-of-Area Conferences: 65%
- Internal Mentoring: 24%
- External Mentoring: 29%
- Tuition Reimbursement: 12%
- Cross-Training: 31%
Professional Development Opportunities Offered by Staff Position

- **CEOs**: 96%
- **Middle Managers**: 75%
- **Program Staff**: 82%
- **Development Staff**: 60%
- **Administrative Staff**: 63%

Food for thought: Why are development and administrative staff being professionally developed so much less than other positions?
Organizations with Positions Paid Below $15 Per Hour: 41%
Organizations That Do Not Pay Their Interns: 61%

Pay Increases in the Last Five Years:
- CEO: 78%
- Staff Leadership: 70%
- Administrative Staff: 71%
In the nonprofit sector, we are constantly fighting for the dignity of those seeking support and advocating for their economic mobility. But how often do we fight the same fight for our own staff members? To unravel a structure as oppressive as economic injustice, we must first be introspective and model the change we want to see in the world.

We know that paying a fair wage is not a new or emerging fight, but it is one that needs to be moved up the priority list, for one reason: to acknowledge every person has the right to a livable wage. **As leaders, we are accountable to our teams to perpetuate systems and opportunities that are equitable.** We cannot be complicit in perpetuating the scarcity mindset that often leads to low wages for employees. Nonprofit professionals work diligently to combat the struggles faced by those that seek support and we have a responsibility to ensure that they are compensated appropriately.

The nonprofit sector is driven by passion for the work, and its professionals often feel compelled to serve. Nonprofit employees know that their jobs probably won’t have the luster of their for-profit counterparts. However, professionals in the sector should not have to compromise their own peace of mind and financial stability while responding to the community’s most complex challenges. We show up to do the work because we feel a sense of responsibility to contribute to the greater good.

Paying a competitive wage not only provides a better life for nonprofit employees, but it also benefits the operations of the organization. **Retaining an employee under respectable conditions actually costs far less than constant recruitment and training, which preserves institutional knowledge, ensures continuity of programming, and improves overall impact.** We hope that this report will prompt dialogue within your organizations, with your boards, staff, and executive leadership.
National reports have found that there are still significant differences between the compensation of males and females. A national compensation study conducted by Candid revealed the median compensation of female CEOs is lower than that of males at organizations of all sizes. In our study, we found differences not only in wages but also in how gender impacts organizational culture and benefits.

**Organization Size and Budget**

- Women are slightly more likely to be leaders of grassroots organizations than men.
- Women are nearly twice as likely to serve as the CEOs of organizations with budgets between $250,000 and $1,000,000.
- Men are more than two times as likely to serve as CEOs of organizations with budgets above $2,500,000.

**CEO Compensation**

- Compensation of female CEOs lags behind that of male CEOs in organizations with budgets of $250,000 or more.
- Male CEOs are slightly more likely to have given raises to staff leadership, program staff, and administrative staff in the last five years.
**Organizational Culture**
- Female CEOs are twice as likely to strategically utilize employee retention strategies.
- Female CEOs are twice as likely to have a difficult time retaining development/fundraising staff.
- Male CEOs are more likely to struggle to retain program staff than female CEOs.
- Male CEOs are slightly more likely to pay their interns than female CEOs.
- Male CEOs are less likely to host organization-wide celebrations or social gatherings.

**Employee Benefits**
- Female CEOs are twice as likely to provide professional development opportunities for their staff compared to male CEOs.
- Female CEOs are three times as likely to budget 5% or more of their budget to professional development than male CEOs.

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**The Gender Compensation Gap in Mid-South Nonprofit Organizations**

<table>
<thead>
<tr>
<th>Organization budget</th>
<th>Average male CEO salary</th>
<th>Average female CEO salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>$250,000 - $499,000</td>
<td>$60,412</td>
<td>$58,998</td>
</tr>
<tr>
<td>$500,000 - $999,000</td>
<td>$91,677</td>
<td>$86,036</td>
</tr>
<tr>
<td>$1,000,000 – $2,499,999</td>
<td>$132,921</td>
<td>$110,401</td>
</tr>
<tr>
<td>$2,500,000 - $4,999,999</td>
<td>$154,039</td>
<td>$136,825</td>
</tr>
<tr>
<td>$5,000,000 +</td>
<td>$186,563</td>
<td>$158,121</td>
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</tbody>
</table>
HOW RACE IMPACTS COMPENSATION, CULTURE, AND BENEFITS

Despite the national reckoning that has occurred regarding racial disparities, there are still differences in compensation, culture, and benefits based on the racial identity of the CEO. This study captured the racial identity of nonprofit CEOs, but the study did not capture the racial identity of other employees. According to the 2020 Race to Lead brief by Building Movement Project, people of color were more likely than their white counterparts to report that their salary fell within the survey’s lowest salary range of less than $50,000 annually.

Organization Size and Budget
- Black-led organizations are six times as likely to be in operation for less than three years compared to White-led organizations.
- Black-led organizations typically have smaller budgets than White-led organizations.

CEO Compensation
- Black female CEOs are paid 11% less than Black male CEOs.
- There is no significant difference in compensation based on race for organizations with budgets under $2,500,000.
- For organizations with budgets over $2,500,000, Black CEOs are paid 17% less than White CEOs on average.

Organizational Culture
- White-led organizations are twice as likely to have trouble retaining employees due to excessive workloads compared to Black-led organizations.
- White-led organizations are twice as likely to struggle with retaining development staff.
- Black-led organizations are less likely to offer professional development opportunities for staff compared to White-led organizations.
A total of 169 Memphis-area nonprofits participated in our 2021 Mid-South Nonprofit Compensation Report. Organizations ranged from small, grassroots startups to massive, national organizations.

**Why aren't all the positions and employment levels listed?**
- To ensure that this study provided compelling data, we chose to only include the salary breakdowns for positions with seven or more responses. In a few instances, we used a random sample 990s taken from the LIVEGIVEmid south website to include where a larger sample size was needed.
- Executive-level salary data is important for recruiting talent at the top levels of the organization. Where local data was unavailable, we included national data.

**Should I use the average salary, median salary, or maximum salary as the basis for decision-making within my organization?**
- We encourage you to use all three figures listed in our compensation report to make your decisions. There is rarely a prescriptive formula for compensation, but these three figures should provide some guidance on what a salary should look like.

**Why didn't you break down all staff positions by budget size?**
- Executive-level salaries often correlate with the budget size, but the correlation occurs less in other positions.

** Couldn't the data be skewed by salaries that were too high or too low?**
- We accounted for "outlier" salaries that could skew the data. If a salary was well outside the range, we eliminated it from the analysis.
- Both average and median scores do not include the "outlier" salaries that are out of range.

**Why isn't data disaggregated for other gender identities, races, and ethnicities?**
- We simply didn't have enough information that provided valid data. The lack of substantive representation by other groups carries its own implications for the sector, though!
COMPENSATION

CHIEF EXECUTIVE OFFICER

Budget Size: Under $100,000

- Average Salary: $34,000
- Median Salary: $31,250
- Maximum Salary: $50,000

Budget Size: $100,000 - $249,999

- Average Salary: $52,687
- Median Salary: $49,000
- Maximum Salary: $60,000

Budget Size: $250,000 - $499,999

- Average Salary: $69,678
- Median Salary: $64,050
- Maximum Salary: $90,000
COMPENSATION
CHIEF EXECUTIVE OFFICER

Budget Size: $500,000 - $999,999

Average Salary $75,747
Median Salary $74,000
Maximum Salary $120,000

Budget Size: $1,000,000 - $2,499,999

Average Salary $130,116
Median Salary $120,000
Maximum Salary $301,561

Budget Size: $2,500,000 - $4,999,999

Average Salary $149,759
Median Salary $125,500
Maximum Salary $300,000
COMPENSATION

CHIEF EXECUTIVE OFFICER

Budget Size: $5,000,000 - $9,999,999

Average Salary $165,800
Median Salary $150,000
Maximum Salary $302,000

Budget Size: $10,000,000 - $24,999,999

Average Salary $189,812
Median Salary $150,000
Maximum Salary $325,000

Budget Size: $25,000,000+

Average Salary $371,961
Median Salary $289,584
Maximum Salary $617,555

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EXECUTIVE VICE PRESIDENT

**Budget Size: $1,000,000 - $2,499,999**

- **Average Salary**: $88,333
- **Median Salary**: $80,000
- **Maximum Salary**: $98,000

**Budget Size: $2,500,000 - $4,999,999**

- **Average Salary**: $92,866
- **Median Salary**: $83,677
- **Maximum Salary**: $130,000

**Budget Size: $5,000,000+**

- **Average Salary**: $172,462
- **Median Salary**: $162,465
- **Maximum Salary**: $273,065

**Cited with permission from the Candid Nonprofit Compensation Report**
COMPENSATION

CHIEF OPERATIONS OFFICER

Budget Size: $1,000,000 - $2,499,999

- Average Salary: $76,363
- Median Salary: $66,000
- Maximum Salary: $110,000

Budget Size: $2,500,000 - $4,999,999

- Average Salary: $118,291
- Median Salary: $105,650
- Maximum Salary: $153,000

Budget Size: $5,000,000+

- Average Salary: $156,416
- Median Salary: $137,712
- Maximum Salary: $244,244

*Cited with permission from the Candid Nonprofit Compensation Report
### Compensation

**Chief Financial Officer**

<table>
<thead>
<tr>
<th>Budget Size: $1,000,000 - $2,499,999</th>
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</thead>
<tbody>
<tr>
<td><strong>Average Salary</strong></td>
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<tr>
<td>$98,949</td>
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</table>

<table>
<thead>
<tr>
<th>Budget Size: $2,500,000 - $4,999,999</th>
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</thead>
<tbody>
<tr>
<td><strong>Average Salary</strong></td>
</tr>
<tr>
<td>$100,071</td>
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</table>

<table>
<thead>
<tr>
<th>Budget Size: $5,000,000+*</th>
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<tbody>
<tr>
<td><strong>Average Salary</strong></td>
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<tr>
<td>$129,413</td>
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</table>

*Based on Guidestar national compensation study*
## Compensation

### Chief Development Officer

<table>
<thead>
<tr>
<th>Budget Size: $1,000,000 - $2,499,999</th>
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<tbody>
<tr>
<td>Average Salary</td>
<td>$72,974</td>
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<tr>
<td>Median Salary</td>
<td>$66,889</td>
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<td>Maximum Salary</td>
<td>$85,000</td>
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</table>

<table>
<thead>
<tr>
<th>Budget Size: $2,500,000 - $4,999,999</th>
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</thead>
<tbody>
<tr>
<td>Average Salary</td>
<td>$91,500</td>
</tr>
<tr>
<td>Median Salary</td>
<td>$80,666</td>
</tr>
<tr>
<td>Maximum Salary</td>
<td>$127,500</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget Size: $5,000,000+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Salary</td>
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<tr>
<td>Median Salary</td>
</tr>
<tr>
<td>Maximum Salary</td>
</tr>
</tbody>
</table>
Office Manager

- Average Salary: $42,332
- Median Salary: $36,135
- Maximum Salary: $70,000

Executive Assistant

- Average Salary: $42,397
- Median Salary: $39,001
- Maximum Salary: $60,000

Administrative Assistant

- Average Salary: $34,072
- Median Salary: $27,000
- Maximum Salary: $64,260
Receptionist

- Average Salary: $28,004
- Median Salary: $24,050
- Maximum Salary: $40,290

Director of Public Policy

- Average Salary: $77,671
- Median Salary: $63,501
- Maximum Salary: $110,000

Director of Government Affairs

- Average Salary: $81,146
- Median Salary: $76,500
- Maximum Salary: $120,000
Director of Communications

- Average Salary: $67,975
- Median Salary: $63,098
- Maximum Salary: $114,750

Assistant Director of Communications

- Average Salary: $50,668
- Median Salary: $47,850
- Maximum Salary: $58,000

Manager of Communications

- Average Salary: $47,136
- Median Salary: $41,946
- Maximum Salary: $78,000
Communications Coordinator

- **Average Salary**: $41,037
- **Median Salary**: $35,621
- **Maximum Salary**: $55,000

Social Media Coordinator

- **Average Salary**: $34,832
- **Median Salary**: $31,000
- **Maximum Salary**: $60,000

Graphic Designer

- **Average Salary**: $45,046
- **Median Salary**: $37,050
- **Maximum Salary**: $64,000
Director of Community Outreach/Engagement

- Average Salary: $52,894
- Median Salary: $45,705
- Maximum Salary: $95,000

Community Organizer

- Average Salary: $42,865
- Median Salary: $39,825
- Maximum Salary: $54,075

Grassroots Community Organizer

- Average Salary: $26,021
- Median Salary: $21,500
- Maximum Salary: $35,500
Director of Education

- Average Salary: $59,521
- Median Salary: $47,250
- Maximum Salary: $100,000

Instructor/Teacher

- Average Salary: $39,797
- Median Salary: $36,028
- Maximum Salary: $80,000

Teaching Assistant

- Average Salary: $25,030
- Median Salary: $20,000
- Maximum Salary: $35,000
COMPENSATION

FACILITIES

Facilities Manager

Average Salary $46,078
Median Salary $40,500
Maximum Salary $78,000

Groundskeeper

Average Salary $29,847
Median Salary $22,500
Maximum Salary $37,666

Custodian

Average Salary $30,604
Median Salary $26,500
Maximum Salary $41,600
COMPENSATION
FINANCE

Director of Finance

Average Salary: $60,532
Median Salary: $55,014
Maximum Salary: $100,000

Accounting Manager

Average Salary: $56,008
Median Salary: $41,805
Maximum Salary: $69,000

Accounting Supervisor

Average Salary: $45,833
Median Salary: $38,134
Maximum Salary: $62,000
Senior Accountant

Average Salary: $56,916
Median Salary: $50,715
Maximum Salary: $74,500

Accountant

Average Salary: $42,332
Median Salary: $35,550
Maximum Salary: $57,000

Bookkeeper

Average Salary: $36,479
Median Salary: $34,500
Maximum Salary: $52,000
COMPENSATION
FUNDRAISING

Director of Development
- Average Salary: $69,075
- Median Salary: $60,000
- Maximum Salary: $120,000

Development Manager
- Average Salary: $54,214
- Median Salary: $48,000
- Maximum Salary: $93,000

Special Events Manager
- Average Salary: $44,652
- Median Salary: $40,500
- Maximum Salary: $65,000
COMPENSATION

FUNDRAISING

Development Associate

Average Salary $39,761
Median Salary $36,588
Maximum Salary $53,000

Grant Writer

Average Salary $45,358
Median Salary $36,776
Maximum Salary $58,000

Learn more about the nonprofit sector at momentumnonprofit.org/research
COMPENSATION

HUMAN RESOURCES/INFORMATION TECHNOLOGY

Human Resources Manager

Average Salary: $59,077
Median Salary: $57,600
Maximum Salary: $100,000

Human Resources Assistant

Average Salary: $45,920
Median Salary: $37,000
Maximum Salary: $56,000

Director of Information Technology

Average Salary: $66,285
Median Salary: $60,500
Maximum Salary: $93,000
Director of Marketing

- Average Salary: $82,950
- Median Salary: $65,138
- Maximum Salary: $150,000

Marketing Manager

- Average Salary: $49,940
- Median Salary: $45,550
- Maximum Salary: $62,000

Marketing Coordinator

- Average Salary: $40,750
- Median Salary: $40,025
- Maximum Salary: $50,000
COMPENSATION
MEDICAL SERVICES

Medical Services Director

- Average Salary: $72,930
- Median Salary: $67,500
- Maximum Salary: $89,000

Clinical Director

- Average Salary: $65,800
- Median Salary: $58,788
- Maximum Salary: $110,000

Registered Nurse

- Average Salary: $60,178
- Median Salary: $52,000
- Maximum Salary: $81,890
Mental Health Counselor

- Average Salary: $58,118
- Median Salary: $52,750
- Maximum Salary: $90,000

Case Manager

- Average Salary: $41,266
- Median Salary: $40,250
- Maximum Salary: $56,000

Job hunting? Check out our job board at momentumnonprofit.org
COMPENSATION
PROGRAM ADMINISTRATION

Program Director

- Average Salary: $60,364
- Median Salary: $55,000
- Maximum Salary: $125,000

Program Manager

- Average Salary: $50,886
- Median Salary: $42,500
- Maximum Salary: $88,808

Program Coordinator

- Average Salary: $42,565
- Median Salary: $40,000
- Maximum Salary: $71,000
COMPENSATION
SOCIAL SERVICES

Licensed Social Worker

- Average Salary: $50,308
- Median Salary: $46,888
- Maximum Salary: $75,000

Social Worker

- Average Salary: $43,582
- Median Salary: $36,416
- Maximum Salary: $55,166

Check out our upcoming events at momentumnonprofit.org/calendar
COMPENSATION

VOLUNTEER MANAGEMENT

Director of Volunteers

Average Salary $45,025
Median Salary $35,000
Maximum Salary $65,000

Volunteer Manager

Average Salary $41,266
Median Salary $37,662
Maximum Salary $53,000

Check out our blog at momentumnonprofit.org/blog