



ARKANSAS SOCIETY OF ASSOCIATION EXECUTIVES

2023 Compensation Study

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Executive Summary

The University of Arkansas at Little Rock (UA Little Rock) Capstone Team, on behalf of the Arkansas Society of Association Executives (ASAE), conducted a compensation survey among ASAE's member organizations. The purpose of conducting a compensation study was to establish salary baselines and help ASAE member organizations offer competitive pay. The UA Little Rock Capstone Team also made five recommendations for ASAE members based on the process and survey results.

- 1) ASAE should plan for a more regular collection of compensation data.
- 2) Organizations should consider benchmarking when setting compensation.
- 3) Evaluation of compensation for any organization should include consideration of benefits.
- 4) Reevaluation of flexible and remote work policies to ensure those policies are competitive in the current environment.
- 5) Associations should create a succession plan.

The final report includes a comparison of median salaries or ranges of previous surveys, the American Society of Association Executives and United States Bureau of Labor and Statistics data. The team also defines the current labor environment identifying key trends and pressures. Finally the report includes the responses to questions where enough responses were recorded to provide some level of statistical significance. This includes compensation and demographic information for 10 job titles.

The UA Little Rock Capstone Team worked throughout the fall 2022 semester to conduct research. The survey was open for approximately six weeks in the spring of 2023. It has been compiled into a technical report outlining the findings. ASAE distributed the compensation survey to its membership and similar associations and encouraged participation in the survey. The report and its findings are designed to aid ASAE member organizations with the recruitment and retention of good quality employees in Arkansas.

The data reveals some key themes and trends including:

About the ASAE Members

- More than 80 percent of associations had fewer than nine employees.
- The most common budget range for associations (47 percent) participating in the survey was \$100,000-499,999. However another 40 percent of respondents were \$500,000 or more.
- Eighty-six percent report more than 100 members.
- Sixty-seven percent of associations have not increased their dues in the past five years.
- Ninety-five percent report no compensation for their board members.

Bonuses and Raises

- Fifty-seven percent of respondents offer bonuses for their employees.
- Fifty-three percent of respondents plan to offer raises in the next year. Of those associations planning to offer raises, half plan to increase pay by one to three percent and half plan to increase pay by three to six percent.

Other Compensation

- ASAE members granted employees PTO or Vacation time accrual rates between two and 21 hours per month. The average was right at 14 hours per month.
- Association providing 401(k)s for their employees, matched between zero and 12 percent. The average match was 5.88 percent.
- The benefits most commonly offered by ASAE members are
 - Vacation/Paid Time Off,
 - Health Insurance,
 - Retirement,
 - Life Insurance,
 - Mobile Phone,
 - Professional Development
 - and Dental Insurance.

Demographics

- Fifty-six percent of Chief Executive Officers are male.
- Deputy Director's position is evenly split between male and female.
- All other positions are heavily female.
- The staff are almost exclusively white.

The job title with the most responses in the survey was the Chief Executive Officer or President.

- Median Salary Range - \$105,000 - 149,999
- Forty-seven percent have a Bachelor's Degree, 44 percent have Graduate Degrees.
- Sixty-one percent are older than 55.
- Ninety percent are white.
- Fifty-six percent are male.
- Twenty-nine percent have been in their position less than four years.

The six-person UA Little Rock Capstone Team consisted of Ellen Coulter, Michelle Kitchens, Hadiza Diamballa, Shalondra Martin, Brittany Olloway and Emily Sanderlin, – all of whom were in their final semester of the Master of Public Administration program in the University of Arkansas at Little Rock School of Public Affairs under the supervision of Dr. Kirk Leach, Assistant Professor of Public Administration. The MPA Capstone team collaborated with the UA Little Rock Center for Nonprofit Organizations to develop the survey and analyze the results. The UA Little Rock Center for Nonprofit Organizations retained raw data in

compliance with UA Little Rock's Internal Review Board's research standards. All data is reported in aggregate to maintain confidentiality of survey participants. No personally identifiable information was collected in the survey.

Introduction

"Nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies." - Lawrence Bossidy, Former COO of General Electric

The Arkansas Society of Association Executives (ASAE) was formed in January 1978, to bring together people with common interests concerning Arkansas associations and their activities. ASAE provides an opportunity for association executives to network with their peers and promotes education to association executives concerning such topics as convention planning, seminars, communications and publications, management skills and other topics related to association management (Arkansas Society for Association Executives, 2023)".

The member associations, organizations and nonprofits of ASAE represent a diverse set of interests, budget sizes, staff resources and goals. ASAE's membership includes traditional nonprofits like Sheriff's Youth Ranch and Goodwill Industries and large trade associations (State Chamber of Commerce, Arkansas Farm Bureau, Arkansas Medical Society). Some ASAE members command multimillion dollar budgets, with thousands of their own members or stakeholders, and dozens of staff. More members of ASAE have more modest means and a singular paid employee. The membership of ASAE represents a broad swath of industry sectors. Collectively the associations provide support to thousands of individuals in dozens of sectors including agriculture, business, finance, health care, legal, infrastructure, transportation, retail and hospitality just to name a few. Some of the executives in ASAE work for member associations that are almost a century old. The impact of ASAE's member associations is difficult to quantify but they have left their mark on the state by serving their members and influencing state policy.

Considering the diverging interests of the members of ASAE, it might seem little common ground unites the members of the organization. However, there are at least two common interests of the association/nonprofit members: providing services including effective advocacy efforts on behalf of their stakeholders and employing the right people. The two interests are intrinsically linked. It is difficult to deliver services or quality advocacy without the right staff.

No matter the mission or goal, most employers say human capital is one of their most valuable assets. The work of ASAE members has broad impacts on public policy affecting their stakeholders. These associations and nonprofits also frequently provide other important services, educational opportunities and support to their members. It is critical to recruit, hire and retain the right staff to achieve their goals. Many of these associations employ small numbers of people so finding, training and retaining talented employees could arguably be more important to achieving their goals than a larger employer. Seventy-nine percent of respondents to ASAE's 2016 compensation survey employed fewer than ten staff (Clifton Larson Allen, 2016). In that same study, only ten percent of respondents reported an operating budget of more than \$3,000,000.

Many factors impact the ability to recruit, hire, train and retain quality employees. Those factors usually include: leadership, flexibility, respect and opportunities for advancement. Perhaps the most often cited factors are compensation and the related benefits package. ASAE aids its members regarding compensation by collecting compensation data. In 2016, ASAE completed its last compensation survey. That survey measured compensation for 40 plus unique positions. The 2016 survey also asked questions

about benefits, number of employees and training budgets. The employment landscape is ever changing and an updated compensation survey was necessary to aid ASAE members as they continue to evaluate their own pay structure and other employment issues. This study measured many of the same data as the 2016 instrument.

Much has changed since ASAE's 2016 study. The covid-19 pandemic created unforeseen churn in the workforce. The pandemic was a catalyst for many to leave the workforce via retirement or to address issues like child care, personal health or caring for an ill loved one. Many others made sweeping career changes or re-evaluated priorities related to employment. A Pew Research study found that of employees who left their job in 2021, compensation was the number one factor (Parker & Horowitz, 2022). Experts acknowledge the tight labor market is almost unprecedented. A National Bureau of Economic Research (NBER) report indicates "firm-side indicators are highly significant for predicting wage inflation, and that the current level of vacancies and quits observed in the labor market correspond to a degree of labor market tightness previously associated with unemployment rates below two percent". The NBER report also shows that "firm-side unemployment predicts extremely rapid growth in nominal wages over the subsequent year." (Domash & Summers, 2022). It is a unique labor market mimicking ultra-low unemployment and pressures related to "boomer" retirements. Boomer retirements accelerated during the pandemic. Until the fall of 2020, the rate of retired Boomers had been growing annually by about 2 million on average since 2011 (the year the oldest Boomer reached age 65). In 2020, the number of boomers retiring saw a 3.2 million increase (Fry, 2020). Millennials (ages approximately 26-41) are now America's largest living generation. It would be wise for any employer to evaluate the desires of that generation.

Study Design

The compensation study included a survey for members with questions regarding salary, job position, experience, demographic information, etc. The creation of the survey was guided by surveys of a similar nature conducted in other states. The survey also drew upon the ASAE survey of 2016 and other nonprofit compensation surveys from across the nation.

Some sample survey questions are included:

1. What is the salary of the chief executive?
2. Within your organization, what is the salary of certain key staff positions?
3. What is the average of compensation of contracted services/positions?
4. What is the average amount of expenses for advocacy/lobbying?
5. What is the average length of service within your organization?
6. What is the educational background of certain staff within your organization?

ASAE distributed a compensation survey to its membership and similar associations and encouraged participation in the survey. The MPA Capstone team collaborated with the UA Little Rock Center for Nonprofit Organizations to develop the survey and analyze the results. The UA Little Rock Center for Nonprofit Organizations retained raw data in compliance with UA Little Rock's Internal Review Board's research standards. All data is reported in aggregate to maintain confidentiality of survey participants. No personally identifiable information was collected in the survey.

The UA Little Rock Capstone team analyzed the data results from the survey looking for compensation trends and demographic representations of ASAE members. The team interpreted the results and presented their recommendations to the ASAE board and members. When appropriate or when data was available the data was compared to other Arkansas specific compensation data and the 2016 ASAE survey.

To generate a comprehensive and complete look at compensation among state agencies, the UA Little Rock Capstone team conducted and included a literature review with research from existing studies, reports, and academic journals. The literature includes research on nonprofit employee compensation and how it relates to employee recruitment retention, and the impact of fringe benefits.

Benefits of a Compensation Study

With such pressure and sweeping changes in the workforce, ASAE's members must remain competitive in today's market. ASAE's associations and nonprofits need the right workforce to accomplish their objectives. A key factor in employee recruiting and retention is compensation. By learning more about the compensation practices of ASAE member associations, association leaders can gain insight about employment in this special nonprofit sector. The data acquired through the 2023 compensation survey provides knowledge about peer organizations and their practices. It was important to consider the larger employment landscape to assist ASAE's executives in understanding the full context of being an employer in 2023 and beyond. Since compensation, both salary and non-salary, are important for employee recruitment, retention and satisfaction, offering an informed compensation package is essential. One of the crucial questions this survey hopes to address is: Are ASAE members offering competitive compensation?

ASAE completed an economic impact study in 2016. ASAE's goal in completing compensation evaluation was to inform membership about industry standards and trends. As many associations transition leadership or other key staff in coming years, it will be key for the boards and members of these organizations to understand trends in compensation and employment in order to attract and retain quality talent. This compensation survey might also serve to drive decisions about retaining management companies or contracting services for skills that have previously been directly employed by the organization. The work of the employees of ASAE's member associations impacts education, networking and policy work for numerous trade groups and advocacy organizations. Such work is driven largely by the paid staff and as such the association's efforts can be significantly enhanced or limited by the talent retained.

Compensation Comparison - For Profit Data and Nonprofit Studies in other States

Many employers seek to compare compensation when making decisions about job postings, hiring new staff or making decisions about wage increases. Equally important is that employees also make comparisons with other job opportunities based at least in part on compensation. Comparing wages is a complicated formula and evaluating the right measures is key to making equitable comparisons. Similar job titles do not always mean similar job responsibilities. In small organizations, an employee might be titled as an executive assistant but function more like an office manager. Wages also vary widely depending on the state or region of the country. The U.S. Bureau of Labor Statistics (BLS) provides wage and employment estimates by state and industry. In a 2009 analysis, BLS found mixed outcomes when comparing for-profit and nonprofit employees (Butler, 2009). Butler found that non-profit workers earned higher hourly wages than for-profit workers overall but when you split the work for occupation, non-profit managers, business/financial, science/math and legal workers earned less than their peers in the for-profit world. Butler's analysis found office and administrative support workers had very similar wages in all sectors.

In the 2012 book, *Pay: Why People Earn What They Earn*, Hallock discusses his statistical analysis of wages across sectors. After controlling for age, gender, race and five educational categories, he found those in the government sector earned about 10 percent less than those in the for-profit sector and those in the not-for-profit sector earned about 15 percent less. However when he controlled for specific occupations and industries, the gap closed to only about 3 percent (Hallock, 2012). Hallock goes on that this analysis is not fully controlled for differences in workers or job characteristics. Hallock cites Preston in his work who found pay gaps between 5 percent and 20 percent depending on the occupation (Preston, 1989 as cited in Hallock, 2012). The book identifies theories of previous scholars that attempt to explain the reasons for possible lower wages in the nonprofit sector:

- Wage donation – the employee is essentially donating the difference in wages because they support the mission or purpose of the non-profit.
- Compensating wage differentials – workers accept lower wages in exchange for pleasant amenities like flexible hours, more stable job prospects or a slower pace of work.
- Job translation – many in the non-profit sector have skills that are less appropriately matched for the for-profit sector.

Hallock acknowledges these theories of why a wage gap exists in favor of for-profit staff are difficult to separate with most data. More recent analysis shows the wage gap appears to be closing or as Hallock identified controlling for occupation and other factors is critically important when making comparison.

Evaluating Compensation for Employees

Devaro addresses two types of compensation: one type to attract new hires and other to keep current hires to yield greater work effort (Devaro, 2010). According to Sushmita (2022), the factors affecting employee compensation can be categorized into two categories: internal factors and external factors. Some of the internal factors Sushmita explains as affecting employee compensation are:

- 1) Compensation policy of the organization;
- 2) Employer's affordability;
- 3) Worth of a job;
- 4) Employee's worth;
- 5) The organizational ability to pay;
- 6) Job analysis and job description and
- 7) Employee related factors.

Sushmita describes compensation policy of the organization as an organization's policy regarding pay i.e., as an attitude to be an industry leader in pay or desire to pay the market rate. Sushmita describes employer's affordability as organizations which earn high profit and have a larger market share. This affects the company's ability to pay higher pay. Organizations base their pay level on the worth of a job. The wages and salaries tend to be higher for jobs involving exercise of brain power, responsibility laden jobs, creativity-oriented jobs, technical jobs. Additionally, an employee's worth determines compensation. In some organizations, time rates are granted to all employees irrespective of performance. In such cases, employees are rewarded for their mere physical presence on the job rather than for their performance.

Next, the organizational ability to pay determines compensation. Organizational ability to pay depends upon the financial position and profitability of the firm. However, the fundamental determinants of the wage rate for the individual firm emanate from supply and demand of labor. A job analysis/job description is the systematic process of determining the skills and knowledge required for performing a job. This also influences pay compensation.

Lastly, employee-related factors are internal factors that influence pay compensation. These factors include performing on the job, seniority experience, and membership in the organization and their potential.

Sushmita goes on to highlight some of the external factors affecting employee compensation, namely:

- 1) Demand and Supply of Labor
- 2) Cost of Living
- 3) Economic Conditions
- 4) Prevailing Wage Level
- 5) Society
- 6) Government Control
- 7) Labor Unions
- 8) Legislation
- 9) Globalization
- 10) Cross Sector Mobility and
- 11) Compensation Survey.

Sushmita explains that demand and supply of labor are determined by the demand of goods (consumer goods & producer goods) and services. Supply of labor depends on that part of [the] population which is willing to work. This will determine how to pay compensation. Next, the cost of living index guides the minimum amount which everyone should get in order to maintain a minimum standard of living. Cost of living index depends on the general price level or consumer price index. The increase in price level should be followed by an increase in compensation.

Then, the economy is an external factor that influences pay compensation. A booming economy results in greater competition for workers and the price of labor is driven upward. A depressed economy generally increases the labor supply and lowers the market rate. Prevailing wages influence pay compensation. Organizations are influenced by the general wage level or the wages paid for similar occupations in the industry, region and the economy as a whole. Additionally, Society/government control/legislation influences pay compensation. There are numerous Legislation Acts which affect the compensation system. The Minimum Wages Act enables the Central and State Governments to fix minimum rates of wages payable to employees in sweaty industries. The Equal Remuneration Act provides for payment of equal remuneration to men and women workers for same or similar work

Next, the presence or absence of labor organizations often determines the quantum of wages paid to employees. When the union uses comparable pay as a standard in making compensation demands, the employer needs accurate labor market data. Globalization/cross sector mobility plays a role as one of the

external factors for pay compensation. The entry of multinational corporations and big corporates have triggered a massive change in the compensation structure of companies across sectors. For example, hospitality sector employees are hired by airlines, BPOs, healthcare companies and telecom companies. These major companies are able to influence wages for positions that would normally be separate from these sectors.

Lastly, a compensation survey can influence pay compensation since it strives to obtain data regarding what other organizations are paying for specific jobs within a given labor market. In this, market rates remain the most important standard for determining pay. It provides information for establishing both direct and indirect compensation. In 2016, U.S. Bureau of Labor Statistics completed an analysis comparing wages and compensation costs by nonprofit and for-profit status. This analysis revealed that the pay gap between the two sectors was complicated but perhaps not as great as many would presume.

Using regression analysis to control for the level of work performed, Bishow and Monaco (2016) found a slight wage disadvantage for management, professional, and related workers at nonprofits, a wage advantage for service workers at nonprofits, and no statistical wage gap between nonprofit and for-profit sales and office workers. When they used total compensation costs rather than wages as the pay measure, the results change; there was no statistical compensation gap between nonprofit and for-profit businesses for management, professional, and related workers and for sales and office workers, but there was a compensation premium for service workers at nonprofits. These results highlighted the importance of a pay measure that includes benefits: across both occupations and levels, workers at nonprofits received more costly benefits. Thus, ignoring this component of pay can lead to incorrect inferences regarding the pay gap (Bishow & Monaco, 2016).

The same study showed many nonprofit workers actually earn more than their for-profit peers but it is important to account for differences in occupation or even industry sector (Bishow & Monaco, 2016). The authors hypothesized this could be because nonprofits are not driven to maximize profits and thus have more incentives to transfer returns to workers. Bishow and Monaco also identified that managers and professionals make up a disproportionately large share of workers at nonprofits and the high wages of such employees skew the aggregate numbers. When they looked at occupational groups in both sectors, they found groups where the wages were lower for the non-profit employees than those of the corresponding workers at for-profit businesses.

Literature Review

Non-wage benefits

A study by Zirra et al (2019) showed that healthcare coverage, retirement benefits, and employee recognition programs all have a positive and significant impact on employee performance. These non-wage benefits are known as fringe benefits and they tend to focus on maintaining or improving employees' quality of life. Non-wage benefits are all expenditures incurred to benefit employees over and above regular wages. They provide a level of protection and financial security for workers and their families in addition to their base pay. "The success and the survival of any organization are determined by the way the workers are compensated. The reward system and motivating incentives will determine the level of employees' commitment and their attitude to work." Zirra et al (2019)

Zirra et al (2019) sums up the important role non-wage benefits play in recruitment and retention of employees as well as their general satisfaction and productivity in their day-to-day work. Non-wage benefits are defined as any form of compensation or perk offered to employees in addition to their

monetary compensation. On average, non-wage benefits represent 30 percent of total employee compensation.

Other things being equal, Zirra et al (2019) argue that employers that offer a competitive benefits package have an advantage over other employers in attracting and retaining quality employees. In other words, when comparing two job opportunities, if the salary, workspace, nature of the job, etc. are all comparable, a competitive benefits package might be what persuades a candidate to accept the job. Examples of non-wage benefits that have proven attractive to prospective employees are retirement or pension plans, medical and dental insurance, education reimbursement, paid time off, and use of a company car.

When it comes to how employee productivity correlates with benefits offered, the study by Zirra et al (2019) concluded that the health of the workforce is “inextricably linked” to the productivity of the workforce. The study specifically recommended healthcare, retirement, and employee recognition programs be offered as part of an employer’s non-wage benefits.

Maternity Leave

Non-wage benefits hold different values depending on the person, specifically a person’s gender. Firms tend to offer non-wage benefits that are disproportionately valuable to employees with certain characteristics (such as maternity leave for women) to target valuable employees who would be difficult to hire and retain otherwise (Liu et al, 2021).

Liu et al argue that achieving a gender balanced workforce has become increasingly important for firms for three main reasons. One, it’s better for business; firms with diverse employees can offer a wider range of solutions and overall higher quality work products. Two, they believe it is the right thing to do. Three, they want to avoid negative press or a negative reputation. Because there is no federal paid maternity leave offered in the United States, firms can use this to their advantage to offer competitive leave packages as part of their non-wage benefits (Liu et al, 2021).

Nonprofits can uniquely benefit from offering competitive maternity leave policies because, according to Lee (2014), there is an overrepresentation of women in the nonprofit sector in the United States. Their research found that “women account for 68% of all nonprofit employees in the USA Considering that women account for just under half of the total workforce in the USA, they are clearly overrepresented in the sector. As such, awareness of gender as a central aspect of nonprofit employment is a critical step in understanding the sector.” (Lee, 2014)

Lee questions why it is that such a high concentration of women work in the nonprofit sector. Lee (2014) notes that people may work in the nonprofit sector because they get more monetary and nonmonetary benefits by working for nonprofits. According to Lee, nonprofit organizations are known to be more receptive to employees’ family needs than the for-profit or public sectors. This may be because higher societal expectations and ethical standards of fairness are placed on the nonprofit sector (Lee, 2014; Gonyea, 1999). Lee concludes that if nonprofit organizations indeed do provide more work-life balance policies than the public or for-profit sectors, individuals with families (in particular, women) will be more likely to choose to work in the nonprofit sector. (Lee, 2014)

Findings & Analysis of the State Compensation Study

There are some key takeaways from the survey results in both the general association responses and the position specific data. The survey was open for approximately six weeks in the spring of 2023. Fifty-one associations participated in the survey. The survey had limited questions with required responses to allow

participants to answer questions applicable to their association or within their comfort zone. In summary our data indicated that:

- More than eighty percent of associations had fewer than nine employees.
- The 47% of respondents reported a budget range for associations participating in the survey was \$100,000-499,999. However, forty percent of respondents had a budget of \$500,000 or more.
- Eighty-six percent report more than 100 members.
- Fifty-seven percent of respondents offer bonuses for their employees.
- Fifty-three percent of respondents plan to offer raises in the next year. Of those associations planning to offer raises, half plan to increase pay by 1-3 percent and half plan to increase pay by 3-6 percent.
- Sixty-seven percent of associations have not increased their dues in the past five years.
- Ninety-five percent report no compensation for their board members.
- Of the associations providing vacation time or paid time off, the lowest time accrual was two hours per month, the maximum time accrual was 21 hours per month. The average was right at 14 hours per month.
- Associations providing 401K contribution matches for their employees, matched between zero and 12 percent. The average match was 5.88 percent.
- The benefits most commonly offered by ASAE members are Vacation/Paid Time Off, Health Insurance, Retirement, Life Insurance, Mobile Phone, Professional Development and Dental Insurance.
- The majority of top leadership is male (56 percent of the Chief Executive Officers) but beyond that number and the position of Deputy Directors (evenly split between male and female the staff are heavily female) the staff is heavily female.

When reporting the salary compensation and demographic information for specific positions, the research team chose to report only those positions with at least five responses. This threshold is approximately 10 percent of total survey responses and provides some confidentiality of the responses. Logically the larger the sample size of responses, the more likely the results are to reflect a true representation. Questions with fewer responses provide less certainty.

In the demographic information (age, gender, race), there are some interesting data points. As noted before, women are overrepresented in every position but the two most senior executive positions. This is consistent with nonprofit data nationwide. Another notable takeaway in the demographic data is the lack of racial diversity in the staff. The staff of these organizations are small and the work somewhat niche but seeking more diversity in the association can boost success metrics. If this is harder to achieve in the paid personnel, associations should seek out board or advisory committee members from diverse backgrounds. It has a proven positive impact on success of organizations.

Much of the ASAE data falls neatly in line with BLS statistics and where data points diverge significantly it could be explained if more controls could be applied. The occupation matters a great deal in determining pay. For non-profits and ASAE members in particular, it might be important to consider how many of the

organizations employ fewer than five staff. In 2016, sixty percent of survey respondents had fewer than five staff and in 2023, eighty-two percent had fewer than nine staff. This suggests the staff of these organizations are cross-functioning and performing out of title roles frequently. For organizations with only a CEO, that person may be everything from receptionist to lobbyist to CEO.

We have included a comparison chart of ASAE survey data, BLS data and American Society of Association Executives with median salaries or salary ranges for the ten positions with more than five responses. Note that we have used median as the standard. The mean or average for many of these positions could be higher or lower. For example, the average salary for the Chief Executive Officer is likely higher since sixty percent of responses are in the median range or above.

Median Salary Compensation Comparison					
	2016 ASAE Survey	2023 ASAE Survey	2022 American Society of Association Executives	2022 Bureau of Labor Statistics - Arkansas	2022 Bureau of Labor Statistics - National
Chief Executive Officer	\$110,000 - 120,000	\$105,000-149,000	\$211,097	\$100,970	\$179,520
Vice President/Deputy Director/Assistant CEO	\$90,000-110,000	\$65,000-84,999	\$164,000	\$64,020	\$97,970
Executive Assistant	\$40,000-50,000	\$45,000-54,999	\$73,549	\$48,730	\$62,060
Administrative Assistant	\$30,000-40,000	\$45,000-54,999	\$48,000	\$29,820	\$37,880
Marketing Director	\$60,000-70,000	\$85,000-104,999	\$99,743	\$126,500	\$135,030
Director of Communications or Publications Director	\$40,000-50,000	\$65,000-84,999	\$139,359	\$123,410	\$128,160
Governmental Affairs or Public Affairs Director	\$50,000-60,000	\$85,000-104,999	\$144,821	No data available	No data available
Chief Financial Office or Finance Director	\$70,000-80,000*	\$65,000-84,999	no data available	99,510	131,710
Director of Membership or Recruitment	\$50,000-60,000	\$45,000-564,999	\$90,176	No data available	No data available
Office Manager	\$40,000-50,000	\$45,000-\$64,999	\$130,250	\$93,960	\$99,290
*only one response					

Recommendations

The UA Little Rock MPA Capstone Team has made the following recommendations.

- 1) ASAE should plan for a more regular collection of compensation data. This can include:
 - a. Creation of an annual survey or;
 - b. Purchase of an existing data set from the American Society of Association Executives or other sources.
- 2) Benchmarking against this report or any other data source should include:
 - a. Careful consideration of job duties, knowledge/training, job complexity,
 - b. Who and at what level the employee engages with coworkers and stakeholders.
 - c. Industry comparisons.
 - d. Use of the median salary rather than average salary in order to avoid the skewed number occurring because of extremely high or low salaries for any given position.
- 3) Evaluation of compensation for any organization should include thoughtful consideration of benefits, especially the most popular forms of non-salary compensation.
- 4) In order to remain competitive, ASAE members should review their flexible work policies.
- 5) Succession planning is especially important for ASAE members when considering both the age of leadership and the size of the organizational staff.

Data Collection

Regular data collection for compensation information would likely increase participation in any kind of survey. Members would come to anticipate a regular survey and be more prepared to participate. A simple

survey with simple data outputs annually should be a consideration for ASAE. There are downsides to such an endeavor, leadership should consider the confidentiality needs of members with possibly sensitive data.

Many of the member organizations have some of this data publicly available via websites like GuideStar. Guidestar has limitations in depth of data for non-leadership positions. Another resource for comparisons in this space is data publicly available through the United Bureau of Labor Statistics. This data is free and allows insight into the full employment landscape. Ultimately all of the members of ASAE compete for employees across sectors: non-profit, for profit and government. There is one labor pool so while comparison to peers is important, comparison to all employers could be instructive as well.

A data tool exists through the American Society of Association Executives organization. The American Society of Association Executives provides compensation information for 66 job titles within associations. It allows users to sort compensation and benefits data by multiple filters such as budget, staff size, geographic location, and scope for comparison. The national organization releases limited information publicly. Since the full data set is only available for a fee, the researchers did not have access for this project. It might be worthwhile for the state organization to purchase access to see if this tool could meet the needs of the membership versus conducting an Arkansas only survey or as comparison to this study's data. A quick comparison of the American Society of Association Executives data for 2022 finds its national median salaries track higher than median salaries for the same or similar job titles than U.S. Bureau of Labor Statistics data of 2021.

Benchmarking

When comparing salary information, it is unlikely a precise compensation amount will be clear. Managers, especially those with limited resources available for comparison, must often use their own judgment for final determination on compensation. There are numerous considerations when setting a pay range for a position, the U.S. Bureau of Labor Statistics uses these four broad categories for job rating: knowledge, job controls and complexity, contacts (as in who the employee regularly engages with and how) and physical environment (U.S. Bureau of Labor Statistics, 2013). Its guide provides a rating system that can be adapted for an organization and helps employers incorporate a points system for compensation (U.S. Bureau of Labor Statistics, 2013).

An employer must also consider the skills, talents and experience of the individual when setting compensation whether initially or throughout their career. A 2020 compensation evaluation by the Colorado Nonprofit Association recommends using the median rather than average because it is a more accurate representation of the middle of the data set (Colorado Nonprofit Association, 2020). The Colorado study also recommends using the median as a kind of starting point then push up towards the 75th percentile or above when an employee has above average qualifications. Conversely, an employer might use the 25th percentile number when employees are new to a role or have less than typical level of experience (Colorado Nonprofit Association, 2020). The Colorado study acknowledges non-profit employees are often functioning in numerous roles and it is appropriate to try to calculate the percentage of time spent in each job function, weight those functions then create a formula incorporating median salary.

Almost without exception, the American Society of Association Executives' compensation data shows that the median salary for nonprofit associations is higher than the national median for similarly titled positions. This seems to support the hypothesis that employees in this sector are better compensated and employers should take this trend into consideration when trying to set compensation to recruit or retain top talent. This differential could possibly be explained by Hallock's findings that employees in the

nonprofit sector were slightly older (more experienced) and more educated than their for-profit peers (Hallock, 2012). Associations should also consider their industry sector and compensation rates within that sector because research shows it can impact pay considerably, particularly if trying to attract talent with a background in the industry (Bishow & Monaco, 2016). Can the association compete with the industry employers if hiring a doctor or superintendent or corporate chief executive office away from their field of training and expertise? If the industry or field commands higher salaries then associations should understand how that could impact the hiring of industry professionals for association work rather than work directly in the field.

Other Compensation

Wages are an important part of compensation and perhaps the most easily quantified. However many other quantifiable types of compensation are as critical to employee satisfaction including paid time off and other leave, employer contributions for benefits and retirement and professional/education development. These types of benefits are important to employees and getting them right is critical to retaining and recruiting staff.

ASAE members should particularly look at benefits like leave time. While a cost can be assigned to it, those benefits can be expanded or improved without a cash outlay. Employers even have some capacity to limit their exposure to pay for unused time when employees leave a workplace. According to the BLS, Millennials will make up 75 percent of the workforce by 2030. Pew Research Center showed that Millennials became the majority of the workforce in 2016 (Fry, 2018). According to a ManPower Group on Millennials Careers report (Manpower Group, 2020) where they surveyed 19,000 working millennials across the globe, money was the top priority of the generation when looking for a job (92%) but it was closely followed by security (87%), holidays/time off (86%), great people (80%) and flexible working (79%).

Flexible Work Schedule

The findings on work schedules could be advantageous to nonprofits and associations if those organizations can be forward thinking about paid time off and flexible working. The BLS last measured flexible work schedules in June 2019, months before the beginning of the Covid19 pandemic. Then across industries and sectors those with access to flexible work schedules in most categories was less than 10% of the workforce. It trended higher for private sector management and professional staff but it was still under 24 percent of the workforce. Pew Research Center has newer research on the topic, particularly on work from home options. According to its recent study, 60 percent of U.S. workers do not have jobs that can be done from home (Pew Research Center, 2022). Before the pandemic, 57 percent of workers who could work remotely rarely or never worked remotely. Contrast that number with the finding in the same study that 59 percent of workers who say their job can be done mainly from home are now actually working from home all or part of the time. This is mostly attributed to preference rather than concerns about coronavirus. The pandemic may have changed work forever for many. The Pew study said workers found it easier to balance the work and personal life while working from home and many said it was easier to get work done at home (Pew Research Center, 2022). Developing a competitive work from home or flexible working schedule could be a competitive advantage for ASAE members especially with millennial workers. The 2023 survey results reveal that eighty percent of respondents to the survey allow some remote work options. Flexibility and remote work are both highly desired employment factors for younger workers. Arkansas Associations appear to be competitive in their offerings here.

Succession Planning

In the senior leadership responses some trends emerged, as personnel were nearing traditional retirement age. For example, 61% of Chief Executive Officers were 55 or older. While seventy percent of the Deputy

Directors were older than 55. It is not surprising that associations have chosen such experienced individuals to lead their organizations. However it is key that board members and responsible executives note the likelihood that many of these personnel will retire in the next ten years, taking with them years of experience and expertise. In organizations with smaller numbers of staff, these losses can be devastating and derail the goals of the organization. This can be mitigated with clear succession planning. Organizations accomplish this in a number of ways. The National Councils of Nonprofits (National Council of Nonprofits , 2023) offers 10 tips for succession planning:

1. Engage board and staff in a commitment to manage transition intentionally.
2. Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully.
3. Consider whether placing an interim leader at the helm is the right path for your nonprofit.
4. Draft a timeline for leadership successions that are planned.
5. Adopt an Emergency Leadership Transition Plan to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership.
6. Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders.
7. Cross-train current staff to minimize the disruption from unexpected staffing changes.
8. Adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.
9. Communicate: What will your organization say to stakeholders before, during, and after a transition of leadership?
10. On-board deliberately: Help new board chairs and staff leaders feel confident and find their own voices.

The American Society of Association acknowledges the importance of succession planning. Mamprin writes, "Few events in the life of an association are as critical, visible, or stressful as when the leader leaves" (Mamprin 2016). The national ASAE details these tips for succession planning.

1. Build a solid foundation. Associations demonstrating growth and profitably are more stable and able to weather changes better.
2. Co-develop the leader's exit strategy. This is a function of multiple stakeholders including the board and staff. This also means the board needs to have a clear vision of the goals of the organization and if the leaders are right to achieve the goals.
3. Minimizing the association's risk. This involves having proper legal documentation, such as stakeholder agreements, insurance policies for key persons, and business and financial plans all in place.
4. Strengthening systems and processes. This step includes the training of future leaders, having solid association structure, creating opportunities for knowledge sharing, hiring and retaining the best staff possible and having accounting and financial controls and a comprehensive marketing plan.

5. Transitioning the leadership. Identifying the gaps in the talent pool is an important part of this process. Associations must make a plan for developing talent. They must also have a plan for how they will hire a replacement including who will hire, what is the process, ideal timeline, what to do if the plan is not working.

“Succession planning is an ongoing process of systematically identifying, assessing, and developing talent to ensure leadership continuity for all key positions in an association. Succession planning does not exist in isolation (Mamprin, 2016).”

While noting the age of the senior leadership in the ASAE, it is critical associations do not neglect planning even when they have a younger leader. People leave jobs and associations must plan for succession. Leaders become ill or disabled. They move. The retirement is possibly impending for many local leaders but all the organizations will have new leadership at some point.

The Survey Results

On the pages that follow, are the survey question results pulled directly from the survey tool. Only questions with more than five responses have been included. The raw data will provide more depth to the summary previously provided.

Survey Results

Q2.2 - What is the primary industry served by your association

#	Answer	%	Count
1	Agriculture	18.18%	6
2	Healthcare	33.33%	11
3	Insurance	0.00%	0
4	Transportation	6.06%	2
5	Energy	3.03%	1
6	Business and Retail	6.06%	2
7	Tourism or Hospitality	3.03%	1
8	Real Estate	3.03%	1
9	Media	6.06%	2
10	Education	6.06%	2
11	Government	6.06%	2
12	Finance and Banking	3.03%	1
13	Legal	6.06%	2
14	Technology	0.00%	0
	Total	100%	33

Q2.3 - What is the approximate total number of full time paid staff at your association:

#	Answer	%	Count
1	1-9	82.35%	28
2	10-29	2.94%	1
3	30-49	2.94%	1
4	50-99	0.00%	0
5	100 + or more	2.94%	1
6	Don't know	8.82%	3
	Total	100%	34

Q2.4 - What is the approximate total number of part-time paid staff at your association:

#	Answer	%	Count
1	1-9	80.77%	21
2	10-29	0.00%	0
3	30-49	0.00%	0
4	50-99	0.00%	0
5	100 + or more	3.85%	1
6	Don't know	15.38%	4
	Total	100%	26

Q2.6 - Please select your association's annual budget range

#	Answer	%	Count
1	under \$24,999	2.78%	1
2	\$25,000 - \$99,999	8.33%	3
3	\$100,000- \$499,999	47.22%	17
4	\$500,000 - \$999,999	13.89%	5
5	\$1,000,000 - \$1,999,999	16.67%	6
6	greater than \$2,000,000	11.11%	4
	Total	100%	36

Q2.7 - Approximately how many members are part of your association?

#	Answer	%	Count
1	1-20	5.56%	2
2	21-40	0.00%	0
3	41-60	2.78%	1
4	61-80	0.00%	0
5	81-100	5.56%	2
6	greater than 100+ members	86.11%	31
	Total	100%	36

Q2.8 - Has your association increased dues for your members in the past 5 years?

#	Answer	%	Count
1	Yes	32.43%	12
2	No	67.57%	25
3	Not sure	0.00%	0
	Total	100%	37

Q2.9 - What services do you currently contract out to an outside company or individual? Check all that apply. For each contracted service, please include the annual dollar amount of the contract. For example, your association might contract with a social media manager to manage your social media presence, please include the annual cost of this service.

#	Answer	%	Count
1	Marketing/Communications	9.30%	8
2	Government Relations	19.77%	17
3	Accounting/Financial	18.60%	16
4	IT Support	15.12%	13
5	Meeting and Event Planning	5.81%	5
6	Website design and development	23.26%	20
7	Other	8.14%	7
	Total	100%	86

Q2.9_1_TEXT - Marketing/Communications

Marketing/Communications - Text

7,500

\$45,000

0

\$1,200

30,000

yes

2000

20,000

Q2.9_2_TEXT - Government Relations

Government Relations - Text

yes

\$20000

42,000

57,000

0

24000

\$36,000

66,250

yes

\$90,000

20000

We have a lobbyist

60,000

36,000

\$25,000

\$30,000

Q2.9_3_TEXT - Accounting/Financial

Accounting/Financial - Text

\$1200 - \$2000

yes

\$25000

21,000

15000

5000

5,000

8,200

4000

8000

\$12,000

\$700

Q2.9_4_TEXT - IT Support

IT Support - Text

As Necessary

yes

\$10,000

22,000

2400

16000

20,000

20,000

\$2,000

\$3000

\$600

Q2.9_5_TEXT - Meeting and Event Planning

Meeting and Event Planning - Text

0

12000

35,000

Event organizer for our annual conference

\$

Q2.9_6_TEXT - Website design and development

Website design and development - Text

As Necessary

yes

\$5,000

1200

0

2500

2700

\$600

10,000

yes

1000

website design

24,000

20,000

3000

\$10,000

\$1200

Q2.9_7_TEXT - Other

Other - Text

catering

49000

A/V support for annual conference

88,250

\$2,500

Some video production

Q3.1 - What benefits does your association offer full time employees? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	11.33%	17
2	Pension Plan	2.00%	3
3	Health Insurance	13.33%	20
4	Dental Insurance	7.33%	11
5	Eye Insurance	8.00%	12
6	Life insurance	10.67%	16
7	Health Flexible Spending Account	4.67%	7
8	Tuition Reimbursement	1.33%	2
9	Mobile Phone or Internet Stipend	8.00%	12
10	Company Vehicle	4.00%	6
11	Vacation/PTO	15.33%	23
12	Paid Parental Leave	2.00%	3
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	7.33%	11
15	Employee Assistance/ Counseling Programs	2.00%	3
16	Other - please specify	2.67%	4
	Total	100%	150

Q3.1_16_TEXT - Other - please specify

Other - please specify - Text

Life Insurance and vehicle for Executive only

Compensation for health insurance

health insurance stipend

Q3.2 - If your association provides a 401K, what is your maximum percentage employer contribution match?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Maximum percentage employer 401k contribution match?	0.00	12.00	5.88	3.71	13.75	17

Q3.3 - If your association provides Vacation and Paid Time Off, what is the MAXIMUM number of hours an employee accumulates each month?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is the MAXIMUM number of hours (vacation/PTO) an employee accumulates each month	2.00	21.00	14.09	4.73	22.36	22

Q3.4 - If your organization provides health insurance, what percentage of premiums does the association pay?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What percentage of premiums does the association pay?	30.00	100.00	90.56	18.70	349.69	18

Q3.5 - Does your organization provide bonuses for employees?

#	Answer	%	Count
1	Yes	57.14%	20
2	No	28.57%	10
3	Not applicable / Not sure	14.29%	5
	Total	100%	35

Q3.6 - Which of these circumstances initiate bonuses for employees? You can select multiple answers.

#	Answer	%	Count
1	Merit	36.59%	15
2	Seasonal	9.76%	4
3	Organizational performance	39.02%	16
4	Special tasks (conference chair, project completion, etc.)	14.63%	6
	Total	100%	41

Q3.7 - Does the association plan to issue raises to full time employees in the current year?

#	Answer	%	Count
1	Yes	53.13%	17
2	No	21.88%	7
3	Not sure	25.00%	8
	Total	100%	32

Q3.8 - What will be the range of those raises?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What will be the range of those raises?	1.00	2.00	1.50	0.50	0.25	16

#	Answer	%	Count
1	1-3%	50.00%	8
2	3-6%	50.00%	8
3	6-9%	0.00%	0
4	9% and greater	0.00%	0
	Total	100%	16

Q3.9 - What types of professional development does the organization provide for full time staff? Select all that apply.

#	Answer	%	Count
1	Professional coaching	4.84%	3
2	Mentoring	3.23%	2
3	Paid Conference attendance	43.55%	27
4	Training workshops	24.19%	15
5	Leadership training	24.19%	15
	Total	100%	62

Q3.10 - On average, how much does your association spend on professional development for staff each year?

On average, how much does your association spend on professional development for staff each year?

\$1250 - \$1500

15k

0

\$5,000

\$10,000

\$6,000

2000

2500

5000

2500

1000

\$3,000

250

5,000

\$150,000+

\$2000

\$2500

\$5000

5,000

25000

\$10,000

2000

\$5000

0

2000

Q3.11 - Are board members for your association compensated?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	94.44%	34
3	Not sure	5.56%	2
	Total	100%	36

Q5.2 - What is the annual full-time salary for the employee holding the position of CEO / Executive Director or President?

#	Answer	%	Count
1	under \$24,999	6.25%	2
2	\$25,000 - \$44,999	0.00%	0
3	\$45,000 - \$64,999	9.38%	3
4	\$65,000 - \$84,999	9.38%	3
5	\$85,000 - \$104,999	15.63%	5
6	\$105,000 - \$149,999	31.25%	10
7	above \$150,000	28.13%	9
	Total	100%	32

Q5.3 - What is the highest level of education for the person holding the position of CEO / Executive Director or President?

#	Answer	%	Count
1	Some high school or less	2.94%	1
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	2.94%	1
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	47.06%	16
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	44.12%	15
7	Prefer not to say	2.94%	1
	Total	100%	34

Q5.4 - What is the age of the employee holding the position of CEO / Executive Director or President?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	0.00%	0
3	35-44 years old	11.76%	4
4	45-54 years old	26.47%	9
5	55-64 years old	38.24%	13
6	65+ years old	23.53%	8
	Total	100%	34

Q5.5 - What is the race of the employee holding the position of CEO / Executive Director or President?

#	Answer	%	Count
1	White	90.91%	30
2	Black or African American	3.03%	1
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	3.03%	1
7	Prefer not to say	3.03%	1
	Total	100%	33

Q5.7 - What gender does the employee holding the position of CEO / Executive Director or President identify as?

#	Answer	%	Count
1	Male	55.88%	19
2	Female	38.24%	13
3	Non-binary	2.94%	1
4	Prefer to self-describe	2.94%	1
5	Prefer not to say	0.00%	0
	Total	100%	34

Q5.8 - How long has the CEO / Executive Director or President been employed by the association?

#	Answer	%	Count
1	0-4 years	29.41%	10
2	5-9 years	23.53%	8
3	10-14 years	11.76%	4
4	15-19 years	14.71%	5
5	20-24 years	0.00%	0
6	25 + years	17.65%	6
7	Don't know / not applicable	2.94%	1
	Total	100%	34

Q5.9 - What other benefits does your association offer to the employee holding the position of CEO / Executive Director or President? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	10.46%	16
2	Pension Plan	1.96%	3
3	Health Insurance	11.76%	18
4	Dental Insurance	6.54%	10
5	Eye Insurance	7.19%	11
6	Life insurance	9.15%	14
7	Health Flexible Spending Account	3.92%	6
8	Tuition Reimbursement	1.31%	2
9	Mobile Phone or Internet Stipend	14.38%	22
10	Company Vehicle	4.58%	7
11	Vacation/PTO	15.03%	23

12	Paid Parental Leave	1.96%	3
13	Childcare Assistance or Reimbursement	0.65%	1
14	Professional Development. Stipends	7.19%	11
15	Employee Assistance/ Counseling Programs	1.96%	3
16	Other - please specify	1.96%	3
	Total	100%	153

Q5.9_16_TEXT - Other - please specify

Other - please specify - Text

Flexible Schedule, Health insurance stipend

Those already mentioned

Q6.2 - What is the annual full-time salary for the employee holding the position of Vice President / Deputy Director?

#	Answer	%	Count
1	under \$24,999	18.18%	2
2	\$25,000 - \$44,999	9.09%	1
3	\$45,000 - \$64,999	9.09%	1
4	\$65,000 - \$84,999	27.27%	3
5	\$85,000 - \$104,999	9.09%	1
6	\$105,000 - \$149,999	18.18%	2
7	above \$150,000	9.09%	1
	Total	100%	11

Q6.3 - What is the highest level of education for the person holding the Vice President or Deputy Director position?

#	Answer	%	Count
1	Some high school or less	18.18%	2
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	18.18%	2
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	54.55%	6
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	9.09%	1
7	Prefer not to say	0.00%	0
	Total	100%	11

Q6.4 - What is the age of the employee holding the Vice President or Deputy Director position?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	10.00%	1
3	35-44 years old	10.00%	1
4	45-54 years old	10.00%	1
5	55-64 years old	50.00%	5
6	65+ years old	20.00%	2
	Total	100%	10

Q6.5 - What is the race of the employee holding the Vice President or Deputy Director position?

#	Answer	%	Count
1	White	90.91%	10
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	9.09%	1
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	11

Q6.6 - Is the person holding the Vice President or Deputy Director position of Hispanic, Latino or Spanish origin?

#	Answer	%	Count
1	Yes	9.09%	1
2	No	90.91%	10
	Total	100%	11

Q6.7 - What gender does the employee holding the Vice President or Deputy Director position identify as?

#	Answer	%	Count
1	Male	45.45%	5
2	Female	45.45%	5
3	Non-binary	9.09%	1
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	11

Q6.8 - How long has this employee holding the Vice President or Deputy Director position been employed by the association?

#	Answer	%	Count
1	0-4 years	54.55%	6
2	5-9 years	0.00%	0
3	10-14 years	0.00%	0
4	15-19 years	9.09%	1
5	20-24 years	9.09%	1
6	25 + years	27.27%	3
7	Don't know / not applicable	0.00%	0
	Total	100%	11

Q8.2 - What is the annual full-time salary for the employee holding the Executive Assistant position?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	8.33%	1
3	\$45,000 - \$64,999	75.00%	9
4	\$65,000 - \$84,999	16.67%	2
5	\$85,000 - \$104,999	0.00%	0
6	\$105,000 - \$149,999	0.00%	0
7	above \$150,000	0.00%	0
	Total	100%	12

Q8.3 - What is the highest level of education for the person holding the Executive Assistant position?

#	Answer	%	Count
1	Some high school or less	0.00%	0
2	High school diploma or GED	30.00%	3
3	Some college, but no degree	0.00%	0
4	Associates or technical degree	10.00%	1
5	Bachelor's degree	60.00%	6
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	10

Q8.4 - What is the age of the employee holding the Executive Assistant position?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	0.00%	0
3	35-44 years old	30.00%	3
4	45-54 years old	50.00%	5
5	55-64 years old	20.00%	2
6	65+ years old	0.00%	0
	Total	100%	10

Q8.5 - What is the race of the employee holding the Executive Assistant position?

#	Answer	%	Count
1	White	100.00%	9
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	9

Q8.6 - Is the person holding the Executive Assistant position of Hispanic, Latino or Spanish origin?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	9
	Total	100%	9

Q8.7 - What gender does the employee holding the Executive Assistant position identify as?

#	Answer	%	Count
1	Male	0.00%	0
2	Female	100.00%	10
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	10

Q8.8 - How long has the employee holding the Executive Assistant position been employed by the association?

#	Answer	%	Count
1	0-4 years	18.18%	2
2	5-9 years	27.27%	3
3	10-14 years	18.18%	2
4	15-19 years	9.09%	1
5	20-24 years	18.18%	2
6	25 + years	9.09%	1
7	Don't know / not applicable	0.00%	0
	Total	100%	11

Q8.9 - What benefits does your association offer to the employee holding the Executive Assistant position? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	14.29%	8
2	Pension Plan	5.36%	3
3	Health Insurance	10.71%	6
4	Dental Insurance	7.14%	4
5	Eye Insurance	8.93%	5
6	Life insurance	10.71%	6
7	Health Flexible Spending Account	5.36%	3
8	Tuition Reimbursement	1.79%	1
9	Mobile Phone or Internet Stipend	5.36%	3
10	Company Vehicle	1.79%	1
11	Vacation/PTO	16.07%	9

12	Paid Parental Leave	1.79%	1
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	7.14%	4
15	Employee Assistance/ Counseling Programs	3.57%	2
16	Other - please specify	0.00%	0
	Total	100%	56

Q10.2 - What is the annual full-time salary for the employee holding the Chief Financial Officer or Finance Director position?

#	Answer	%	Count
1	under \$24,999	11.11%	1
2	\$25,000 - \$44,999	0.00%	0
3	\$45,000 - \$64,999	33.33%	3
4	\$65,000 - \$84,999	22.22%	2
5	\$85,000 - \$104,999	22.22%	2
6	\$105,000 - \$149,999	0.00%	0
7	above \$150,000	11.11%	1
	Total	100%	9

Q10.3 - What is the highest level of education for the person holding the Chief Financial Officer or Finance Director position?

#	Answer	%	Count
1	Some high school or less	11.11%	1
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	22.22%	2
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	44.44%	4
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	22.22%	2
7	Prefer not to say	0.00%	0
	Total	100%	9

Q10.4 - What is the age of the employee holding the Chief Financial Officer or Finance Director position?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	0.00%	0
3	35-44 years old	0.00%	0
4	45-54 years old	62.50%	5
5	55-64 years old	37.50%	3
6	65+ years old	0.00%	0
	Total	100%	8

Q10.5 - What is the race of the employee holding the Chief Financial Officer or Finance Director position?

#	Answer	%	Count
1	White	100.00%	8
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	8

Q10.6 - Is the person holding the Chief Financial Officer or Finance Director position of Hispanic, Latino or Spanish origin?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	8
	Total	100%	8

Q10.7 - What gender does the employee holding the Chief Financial Officer or Finance Director position identify as?

#	Answer	%	Count
1	Male	25.00%	2
2	Female	75.00%	6
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	8

Q10.8 - How long has the employee holding the Chief Financial Officer or Finance Director position been employed by the association?

#	Answer	%	Count
1	0-4 years	37.50%	3
2	5-9 years	12.50%	1
3	10-14 years	12.50%	1
4	15-19 years	12.50%	1
5	20-24 years	25.00%	2
6	25 + years	0.00%	0
7	Don't know / not applicable	0.00%	0
	Total	100%	8

Q10.9 - What benefits does your association offer to the employee holding the Chief Financial Officer or Finance Director position? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	12.20%	5
2	Pension Plan	4.88%	2
3	Health Insurance	12.20%	5
4	Dental Insurance	7.32%	3
5	Eye Insurance	7.32%	3
6	Life insurance	9.76%	4
7	Health Flexible Spending Account	4.88%	2
8	Tuition Reimbursement	2.44%	1
9	Mobile Phone or Internet Stipend	9.76%	4
10	Company Vehicle	0.00%	0
11	Vacation/PTO	14.63%	6

12	Paid Parental Leave	2.44%	1
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	7.32%	3
15	Employee Assistance/ Counseling Programs	4.88%	2
16	Other - please specify	0.00%	0
	Total	100%	41

Q11.2 - What is the annual full-time salary for the employee holding the Chief Marketing Officer or Marketing Director position?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	0.00%	0
3	\$45,000 - \$64,999	42.86%	3
4	\$65,000 - \$84,999	0.00%	0
5	\$85,000 - \$104,999	14.29%	1
6	\$105,000 - \$149,999	28.57%	2
7	above \$150,000	14.29%	1
	Total	100%	7

Q11.3 - What is the highest level of education for the person holding the Chief Marketing Officer or Marketing Director position?

#	Answer	%	Count
1	Some high school or less	0.00%	0
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	14.29%	1
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	57.14%	4
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	28.57%	2
7	Prefer not to say	0.00%	0
	Total	100%	7

Q11.4 - What is the age of the employee holding the Chief Marketing Officer or Marketing Director position?

#	Answer	%	Count
1	18-24 years old	14.29%	1
2	25-34 years old	0.00%	0
3	35-44 years old	14.29%	1
4	45-54 years old	42.86%	3
5	55-64 years old	28.57%	2
6	65+ years old	0.00%	0
	Total	100%	7

Q11.5 - What is the race of the employee holding the Chief Marketing Officer or Marketing Director position?

#	Answer	%	Count
1	White	100.00%	6
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	6

Q11.6 - Is the person holding the Chief Marketing Officer or Marketing Director position of Hispanic, Latino or Spanish origin?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	7
	Total	100%	7

Q11.7 - What gender does the employee holding the Chief Marketing Officer or Marketing Director position identify as?

#	Answer	%	Count
1	Male	28.57%	2
2	Female	71.43%	5
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	7

Q11.8 - How long has the employee holding the Chief Marketing Officer or Marketing Director position been employed by the association?

#	Answer	%	Count
1	0-4 years	71.43%	5
2	5-9 years	14.29%	1
3	10-14 years	14.29%	1
4	15-19 years	0.00%	0
5	20-24 years	0.00%	0
6	25 + years	0.00%	0
7	Don't know / not applicable	0.00%	0
	Total	100%	7

Q11.9 - What benefits does your association offer to the employee holding the Chief Marketing Officer or Marketing Director position? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	11.43%	4
2	Pension Plan	5.71%	2
3	Health Insurance	8.57%	3
4	Dental Insurance	5.71%	2
5	Eye Insurance	5.71%	2
6	Life insurance	11.43%	4
7	Health Flexible Spending Account	5.71%	2
8	Tuition Reimbursement	2.86%	1
9	Mobile Phone or Internet Stipend	11.43%	4
10	Company Vehicle	2.86%	1
11	Vacation/PTO	14.29%	5
12	Paid Parental Leave	2.86%	1
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	8.57%	3
15	Employee Assistance/ Counseling Programs	2.86%	1
16	Other - please specify	0.00%	0
	Total	100%	35

Q12.2 - What is the annual full-time salary for the employee holding the Governmental Affairs or Public Affairs Director position?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	0.00%	0
3	\$45,000 - \$64,999	16.67%	1
4	\$65,000 - \$84,999	0.00%	0
5	\$85,000 - \$104,999	33.33%	2
6	\$105,000 - \$149,999	33.33%	2
7	above \$150,000	16.67%	1
	Total	100%	6

Q12.3 - What is the highest level of education for the person holding the Governmental Affairs or Public Affairs Director position?

#	Answer	%	Count
1	Some high school or less	0.00%	0
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	0.00%	0
4	Associates or technical degree	16.67%	1
5	Bachelor's degree	50.00%	3
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	33.33%	2
7	Prefer not to say	0.00%	0
	Total	100%	6

Q12.4 - What is the age of the employee holding the Governmental Affairs or Public Affairs Director position?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	16.67%	1
3	35-44 years old	16.67%	1
4	45-54 years old	50.00%	3
5	55-64 years old	16.67%	1
6	65+ years old	0.00%	0
	Total	100%	6

Q12.5 - What is the race of the employee holding the Governmental Affairs or Public Affairs Director position?

#	Answer	%	Count
1	White	100.00%	5
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	5

Q12.6 - Is the person holding the Governmental Affairs or Public Affairs Director position of Hispanic, Latino or Spanish origin?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	4
	Total	100%	4

Q12.7 - What gender does the employee holding the Governmental Affairs or Public Affairs Director position identify as?

#	Answer	%	Count
1	Male	40.00%	2
2	Female	60.00%	3
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	5

Q12.8 - How long has the employee holding the Governmental Affairs or Public Affairs Director position been employed by the association?

#	Answer	%	Count
1	0-4 years	66.67%	4
2	5-9 years	0.00%	0
3	10-14 years	0.00%	0
4	15-19 years	33.33%	2
5	20-24 years	0.00%	0
6	25 + years	0.00%	0
7	Don't know / not applicable	0.00%	0
	Total	100%	6

Q12.9 - What benefits does your association offer to the employee holding the Governmental Affairs or Public Affairs Director position? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	11.11%	4
2	Pension Plan	5.56%	2
3	Health Insurance	11.11%	4
4	Dental Insurance	5.56%	2
5	Eye Insurance	5.56%	2
6	Life insurance	11.11%	4
7	Health Flexible Spending Account	8.33%	3
8	Tuition Reimbursement	2.78%	1
9	Mobile Phone or Internet Stipend	8.33%	3
10	Company Vehicle	2.78%	1
11	Vacation/PTO	11.11%	4
12	Paid Parental Leave	2.78%	1
13	Childcare Assistance or Reimbursement	2.78%	1

14	Professional Development. Stipends	5.56%	2
15	Employee Assistance/ Counseling Programs	5.56%	2
16	Other - please specify	0.00%	0
	Total	100%	36

Q14.2 - What is the annual full-time salary for the employee holding the Director of Recruitment or Membership Director position?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	14.29%	1
3	\$45,000 - \$64,999	57.14%	4
4	\$65,000 - \$84,999	28.57%	2
5	\$85,000 - \$104,999	0.00%	0
6	\$105,000 - \$149,999	0.00%	0
7	above \$150,000	0.00%	0
	Total	100%	7

Q14.3 - What is the highest level of education for the person holding the Director of Recruitment or Membership Director position?

#	Answer	%	Count
1	Some high school or less	0.00%	0
2	High school diploma or GED	14.29%	1
3	Some college, but no degree	0.00%	0
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	71.43%	5
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	14.29%	1
7	Prefer not to say	0.00%	0
	Total	100%	7

Q14.4 - What is the age of the employee holding the Director of Recruitment or Membership Director position?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	28.57%	2
3	35-44 years old	42.86%	3
4	45-54 years old	14.29%	1
5	55-64 years old	14.29%	1
6	65+ years old	0.00%	0
	Total	100%	7

Q14.5 - What is the race of the employee holding the Director of Recruitment or Membership Director position?

#	Answer	%	Count
1	White	100.00%	6
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	6

Q14.6 - Is the person holding the Director of Recruitment or Membership Director position of Hispanic, Latino or Spanish origin?

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	6
	Total	100%	6

Q14.7 - What gender does the employee holding the Director of Recruitment or Membership Director position identify as?

#	Answer	%	Count
1	Male	0.00%	0
2	Female	100.00%	6
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	6

Q14.8 - How long has the employee holding the Director of Recruitment or Membership Director position been employed by the association?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long has the employee holding the Director of Recruitment or Membership Director position been employed by the association?	1.00	3.00	1.57	0.73	0.53	7

#	Answer	%	Count
1	0-4 years	57.14%	4
2	5-9 years	28.57%	2
3	10-14 years	14.29%	1
4	15-19 years	0.00%	0
5	20-24 years	0.00%	0
6	25 + years	0.00%	0
7	Don't know / not applicable	0.00%	0
	Total	100%	7

Q14.9 - What benefits does your association offer to the employee holding the Director of Recruitment or Membership Director position? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	13.89%	5
2	Pension Plan	2.78%	1
3	Health Insurance	16.67%	6
4	Dental Insurance	5.56%	2
5	Eye Insurance	5.56%	2
6	Life insurance	13.89%	5
7	Health Flexible Spending Account	11.11%	4

8	Tuition Reimbursement	0.00%	0
9	Mobile Phone or Internet Stipend	2.78%	1
10	Company Vehicle	0.00%	0
11	Vacation/PTO	16.67%	6
12	Paid Parental Leave	0.00%	0
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	5.56%	2
15	Employee Assistance/ Counseling Programs	2.78%	1
16	Other - please specify	2.78%	1
	Total	100%	36

Q14.9_16_TEXT - Other - please specify

Other - please specify - Text

auto allowance

Q16.2 - What is the annual full-time salary for the employee holding the Director of Communications or Publications Director position?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	0.00%	0
3	\$45,000 - \$64,999	40.00%	2
4	\$65,000 - \$84,999	40.00%	2
5	\$85,000 - \$104,999	20.00%	1
6	\$105,000 - \$149,999	0.00%	0
7	above \$150,000	0.00%	0
	Total	100%	5

Q16.3 - What is the highest level of education for the person holding the Director of Communications or Publications Director position?

#	Answer	%	Count
1	Some high school or less	0.00%	0
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	0.00%	0
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	80.00%	4
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	20.00%	1
7	Prefer not to say	0.00%	0
	Total	100%	5

Q16.4 - What is the age of the employee holding the Director of Communications or Publications Director position?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	20.00%	1
3	35-44 years old	20.00%	1
4	45-54 years old	40.00%	2
5	55-64 years old	20.00%	1
6	65+ years old	0.00%	0
	Total	100%	5

Q16.5 - What is the race of the employee holding the Director of Communications or Publications Director position?

#	Answer	%	Count
1	White	100.00%	5
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	5

Q16.6 - Is the person holding the Director of Communications or Publications Director position of Hispanic, Latino or Spanish origin?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Is the person holding the Director of Communications or Publications Director position of Hispanic, Latino or Spanish origin?	2.00	2.00	2.00	0.00	0.00	5

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	5
	Total	100%	5

Q16.7 - What gender does the employee holding the Director of Communications or Publications Director position identify as?

#	Answer	%	Count
1	Male	40.00%	2
2	Female	60.00%	3
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	5

Q16.8 - How long has the employee holding the Director of Communications or Publications Director position been employed by the association?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How long has the employee holding the Director of Communications or Publications Director position been employed by the association?	1.00	5.00	2.80	1.47	2.16	5

#	Answer	%	Count
1	0-4 years	20.00%	1
2	5-9 years	40.00%	2
3	10-14 years	0.00%	0
4	15-19 years	20.00%	1
5	20-24 years	20.00%	1
6	25 + years	0.00%	0
7	Don't know / not applicable	0.00%	0
	Total	100%	5

Q16.9 - What benefits does your association offer to the employee holding the Director of Communications or Publications Director position? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	16.00%	4
2	Pension Plan	4.00%	1
3	Health Insurance	16.00%	4
4	Dental Insurance	8.00%	2
5	Eye Insurance	8.00%	2
6	Life insurance	12.00%	3
7	Health Flexible Spending Account	4.00%	1
8	Tuition Reimbursement	0.00%	0
9	Mobile Phone or Internet Stipend	8.00%	2
10	Company Vehicle	0.00%	0
11	Vacation/PTO	16.00%	4
12	Paid Parental Leave	0.00%	0
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	4.00%	1
15	Employee Assistance/ Counseling Programs	4.00%	1
16	Other - please specify	0.00%	0
	Total	100%	25

Q17.2 - Please enter the title of position

Please enter the title of position

Director of Operations

Managing Editor

Director of Insurance Programs

Tearsheet Coordinator

Chief Mission Officer

Director of Operations

Office Manager

Training Director

Policy Director

Q17.3 - What is the annual full-time salary for the employee holding the position listed above?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	22.22%	2
3	\$45,000 - \$64,999	22.22%	2
4	\$65,000 - \$84,999	33.33%	3
5	\$85,000 - \$104,999	0.00%	0
6	\$105,000 - \$149,999	11.11%	1
7	above \$150,000	11.11%	1
	Total	100%	9

Q17.4 - What is the highest level of education for the person holding the position listed above?

#	Answer	%	Count
1	Some high school or less	0.00%	0
2	High school diploma or GED	11.11%	1
3	Some college, but no degree	22.22%	2
4	Associates or technical degree	0.00%	0
5	Bachelor's degree	33.33%	3
6	Graduate or professional degree (MA, MS, MBA, PhD, JD, MD, DDS etc.)	33.33%	3
7	Prefer not to say	0.00%	0
	Total	100%	9

Q17.5 - What is the age of the employee holding the position listed above?

#	Answer	%	Count
1	18-24 years old	0.00%	0
2	25-34 years old	0.00%	0
3	35-44 years old	22.22%	2
4	45-54 years old	66.67%	6
5	55-64 years old	11.11%	1
6	65+ years old	0.00%	0
	Total	100%	9

Q17.6 - What is the race of the employee holding the position listed above?

#	Answer	%	Count
1	White	100.00%	8
2	Black or African American	0.00%	0
3	American Indian/Native American or Alaska Native	0.00%	0
4	Asian	0.00%	0
5	Native Hawaiian or Other Pacific Islander	0.00%	0
6	Other	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	8

Q17.7 - Is the person holding the position listed above of Hispanic, Latino or Spanish origin?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Is the person holding the position listed above of Hispanic, Latino or Spanish origin?	2.00	2.00	2.00	0.00	0.00	8

#	Answer	%	Count
1	Yes	0.00%	0
2	No	100.00%	8
	Total	100%	8

Q17.8 - What gender does the employee holding the position listed above identify as?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What gender does the employee holding the position listed above identify as? - Selected Choice	1.00	2.00	1.78	0.42	0.17	9

#	Answer	%	Count
1	Male	22.22%	2
2	Female	77.78%	7
3	Non-binary	0.00%	0
4	Prefer to self-describe	0.00%	0
5	Prefer not to say	0.00%	0
	Total	100%	9

Q17.9 - How long has the employee holding the position listed above been employed by the association?

#	Answer	%	Count
1	0-4 years	33.33%	3
2	5-9 years	11.11%	1
3	10-14 years	44.44%	4
4	15-19 years	11.11%	1
5	20-24 years	0.00%	0
6	25 + years	0.00%	0
7	Don't know / not applicable	0.00%	0
	Total	100%	9

Q17.10 - What other benefits does your association offer to the employee holding the position listed above? Check all that apply.

#	Answer	%	Count
1	Retirement/401K	11.32%	6
2	Pension Plan	3.77%	2
3	Health Insurance	11.32%	6
4	Dental Insurance	5.66%	3
5	Eye Insurance	5.66%	3
6	Life insurance	11.32%	6
7	Health Flexible Spending Account	7.55%	4
8	Tuition Reimbursement	1.89%	1
9	Mobile Phone or Internet Stipend	7.55%	4
10	Company Vehicle	3.77%	2
11	Vacation/PTO	11.32%	6
12	Paid Parental Leave	1.89%	1
13	Childcare Assistance or Reimbursement	0.00%	0
14	Professional Development. Stipends	11.32%	6
15	Employee Assistance/ Counseling Programs	3.77%	2
16	Other - please specify	1.89%	1
	Total	100%	53

Q17.10_16_TEXT - Other - please specify

Other - please specify - Text

Monetary Incentive for each student taught

Q18.2 - What percentage of your non-executive staff identify as each of these races:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	White	0.00	100.00	72.88	41.83	1750.05	33
2	Black or African American	0.00	23.00	2.21	5.55	30.83	33
3	American Indian/Native American or Alaska Native	0.00	2.00	0.06	0.34	0.12	33
4	Asian	0.00	10.00	0.52	1.91	3.64	33
5	Native Hawaiian or Other Pacific Islander	0.00	2.00	0.06	0.34	0.12	33
6	Other	0.00	100.00	3.06	17.14	293.69	33
7	Prefer not to say	0.00	100.00	21.21	40.88	1671.26	33

Q18.3 - Please share the estimated percentage of your non-executive staff who identify as:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Male	0.00	100.00	17.64	28.69	823.08	33
2	Female	0.00	100.00	61.12	41.79	1746.23	33
3	Non-binary	0.00	1.00	0.03	0.17	0.03	33
4	Prefer to self-describe	0.00	100.00	3.03	17.14	293.85	33
5	Prefer not to say	0.00	100.00	18.18	38.57	1487.60	33

Q18.3_4_TEXT - Prefer to self-describe

Prefer to self-describe - Text

No non-executive staff

Q18.4 - What percentage of your non-executive staff currently hold the following degrees or level of education.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Some high school, but no degree	0.00	6.00	0.18	1.03	1.06	33
2	High school diploma or GED	0.00	70.00	7.27	18.95	359.23	33
3	Some college, but no degree	0.00	100.00	8.03	19.92	396.88	33
4	Associates or technical degree	0.00	40.00	1.52	7.02	49.22	33
5	Bachelor's degree	0.00	100.00	41.88	44.04	1939.92	33
6	Graduate or professional degree (MA, MS, MBA, MPA, PhD, JD, MD, DDS etc.)	0.00	100.00	10.82	25.27	638.39	33
7	Prefer not to say	0.00	100.00	30.30	45.96	2112.03	33

Q18.7 - What is the annual full-time salary for the employee holding the Office Manager position?

#	Answer	%	Count
1	under \$24,999	14.29%	1
2	\$25,000 - \$44,999	0.00%	0
3	\$45,000 - \$64,999	57.14%	4
4	\$65,000 - \$84,999	28.57%	2
5	\$85,000 - \$104,999	0.00%	0
6	\$105,000 - \$149,999	0.00%	0
7	above \$150,000	0.00%	0
	Total	100%	7

Q18.8 - How long has this employee holding the Office Manager position been employed by the association?

#	Answer	%	Count
1	0-4 years	37.50%	3
2	5-9 years	0.00%	0
3	10-14 years	0.00%	0
4	15-19 years	12.50%	1
5	20-24 years	12.50%	1
6	25 + years	12.50%	1
7	Don't know / not applicable	25.00%	2
	Total	100%	8

Q18.9 - What is the highest level of education of the employee holding the Office Manager position?

#	Answer	%	Count
1	Some high school, but no degree	0.00%	0
2	High school diploma or GED	16.67%	1
3	Some college, but no degree	16.67%	1
4	Associates or technical degree	16.67%	1
5	Bachelor's degree	33.33%	2
6	Graduate or professional degree (MA, MS, MBA, MPA, PhD, JD, MD, DDS etc.)	16.67%	1
7	Prefer not to say	0.00%	0
	Total	100%	6

Q18.11 - What is the annual full-time salary for the employee holding the Administrative Assistant position?

#	Answer	%	Count
1	under \$24,999	0.00%	0
2	\$25,000 - \$44,999	50.00%	3
3	\$45,000 - \$64,999	50.00%	3
4	\$65,000 - \$84,999	0.00%	0
5	\$85,000 - \$104,999	0.00%	0
6	\$105,000 - \$149,999	0.00%	0
7	above \$150,000	0.00%	0
	Total	100%	6

Q18.12 - How long has this employee holding the Administrative Assistant position been employed by the association?

#	Answer	%	Count
1	0-4 years	62.50%	5
2	5-9 years	0.00%	0
3	10-14 years	0.00%	0
4	15-19 years	0.00%	0
5	20-24 years	12.50%	1
6	25 + years	0.00%	0
7	Don't know / not applicable	25.00%	2
	Total	100%	8

Q18.13 - What is the highest level of education of the employee holding the Administrative Assistant position?

#	Answer	%	Count
1	Some high school, but no degree	16.67%	1
2	High school diploma or GED	0.00%	0
3	Some college, but no degree	33.33%	2
4	Associates or technical degree	0.00%	0
5	Bachelor’s degree	50.00%	3
6	Graduate or professional degree (MA, MS, MBA, MPA, PhD, JD, MD, DDS etc.)	0.00%	0
7	Prefer not to say	0.00%	0
	Total	100%	6

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