



# The Impact of Gender on Fundraising Salaries 2014-2018

2019

Prepared by:



*with*



## Executive Summary

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Nationwide, across a variety of professions, research suggests a “narrowing, but persistent” gap in pay between men and women.<sup>1</sup> While the contributing factors are more complex than gender alone, the Association of Fundraising Professionals (AFP) recognized the opportunity to use its repository of more than 10,000 responses to its compensation and benefits survey to analyze the relationships between gender and compensation, and other factors and compensation, in the fundraising profession.

The AFP Compensation and Benefits Study has been conducted for 18 years and provides analysis and conclusions on fundraiser compensation, benefits, and aspects of career satisfaction.<sup>2</sup> This report relies on the most recent five years of survey data from respondents working at least three-quarters time (0.75 full-time equivalent) in the United States, more than 10,000 responses collected between 2014 and 2018. It examines the relationship between gender and salary to answer the primary research question:

*When controlling for other factors, to what extent does gender predict differences in annual income for fundraising professionals?*

## Summary of Findings

**The fundraising profession suffers from a gender pay gap; controlling for other factors, a fundraiser who is a woman can expect to make about 10 percent less than her male counterparts.**

The field is doing slightly better than the national average, but women in fundraising can expect to make 10 percent less than men. (A 2018 report from the Pew Research Center found that, on average, working women nationwide make 84 percent as much as men.) The Pew research acknowledged other factors that contribute to gender pay inequities beyond gender itself: years of experience, educational attainment, occupational differences, and other “negative factors” – taking time off to care for children or other family members or otherwise interrupting a career for family obligations.<sup>3</sup>

These and other factors impact salary differences in the fundraising profession as well. In line with expectations, fundraisers earn higher salaries when they work for organizations with large budgets, hold high-level positions, and hold advanced degrees. A larger share of male than female fundraisers, however, comprise these favored groups. Of survey respondents:

**42 percent of men work in an organization with a budget of \$10 million or more, compared with one-third of women.**

*Working in an organization with a budget of \$50 million or more is associated with a 53.7 percent increase in annual salary, and working in a budget of \$10 to \$49.9 million is associated with a 31 percent increase in annual salary, compared with organizations with budgets of less than \$1 million.*

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<sup>1</sup> Graf, N., Brown, A., and Patten, E. (2018, April 9). The narrowing, but persistent, gender gap in pay. *Pew Research Center*. Retrieved from [www.pewresearch.org/fact-tank/2018/04/09/gender-pay-gap-facts/](http://www.pewresearch.org/fact-tank/2018/04/09/gender-pay-gap-facts/).

<sup>2</sup> See <https://afpglobal.org/reports> for more information.

<sup>3</sup> Negative factors included Time off to care for children, Time off to care for family members, Time off for further education, Relocated for spouse, and Resigned prior to having new position.

**Nearly 60 percent of men hold a high-level position, compared with 52.5 percent of women.**

*Employment as a CEO, CDO, Vice President, or Director of Fundraising is associated with a 25.3 percent increase in salary, compared to Program Director, Department Director, and Fundraising Officer.*

**More than half of men hold a master's, doctorate, or professional degree (52.3 percent), compared with 42.5 percent of women.**

*Holding a professional or advanced degree is associated with a 15.5 percent increase in annual salary compared with Bachelor degree holders.*

In addition, “negative factors” contribute to a 5.7 percent decrease in pay, consistent with the notion that taking time off work to care for family or otherwise stop out of the workforce results in lower salaries when all other factors are equal.

**Just 15 percent of men reported experiencing one or more negative factors, compared with more than a quarter of women (25.7 percent). The gap between men and women experiencing specific negative factors was largest for taking time off to care for a child (1.1 percent of men and 11.2 percent of women) and relocating for a spouse (4.2 percent of men and 8.8 percent of women).**

*Experiencing one or more negative factors is associated with a 5.7 percent decrease in salary.*

While it may be unsurprising that fundraising salaries are higher at very large organizations, for high-level positions, and for fundraisers with advanced degrees, the fact that gender contributed to a 10 percent decrease in salary for women is not trivial. Gender contributed to the model more than organizational budget size of \$1-\$3 million (compared to organizational budget size of less than \$1 million), more than holding a Master's degree (compared to a Bachelor's degree), and more than having experienced one or more negative factors (compared to not). More women than men take time off for childcare, a smaller proportion hold high-level positions, and a smaller proportion hold fundraising positions in the largest organizations.

**Still, independent of these and other variables, the profession is faced with the reality that women in fundraising are paid less than men.**

The steps required to remedy this disparity are beyond the scope of this report; however, awareness of the data, acknowledgement of the responsibility within the profession and among hiring managers to close gender-based gaps, and an active commitment to equity may shift the culture in fundraising and result in differences in pay based only on differences in merit.

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# Introduction

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The Association of Fundraising Professionals (AFP) Compensation and Benefits Study has been conducted for 18 years and is intended to answer questions related to fundraiser compensation, benefits, and aspects of career satisfaction. The survey instrument is developed by AFP Research Staff and reviewed by a volunteer panel of experienced researchers. All active members with email addresses are polled each year.

Survey results for each year are compiled and analyzed in separate reports (available on the AFP website free to members, and for a fee to non-members). The purpose of this report is not to provide data from individual surveys; instead, the focus is on the past five years of data, 2014 through 2018. This report focuses only on U.S.-based data.<sup>4</sup> In particular, this report aims to answer the primary question of the extent to which various predictor variables may contribute to differences in annual income. Specifically:

*When controlling for other factors, to what extent does gender predict differences in annual income for fundraising professionals?*

In addition to this primary question, the report provides aggregated information across the past five years, in total and trends, for other factors that may relate to annual income and overall career satisfaction for fundraising professionals.

This report is organized into three main sections:

**Section 1. Fundraising Salaries by Gender and Other Predictors** presents the results of a regression model that holds constant other factors that contribute to salary differences. It discusses trends in these factors over time.

**Section 2. Differences in Other Circumstances and Perceptions** presents the differences in men's and women's responses to a series of questions related to career circumstances and perceptions.

**Section 3. Conclusion** summarizes the conclusions that can be drawn from the analysis.

Methodology and limitations to the analysis are discussed in Appendix A.

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<sup>4</sup> While AFP also surveys membership in Canada annually, this report includes only U.S. data.

# Section 1.

## Fundraising Salaries by Gender and Other Predictors

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### Factors Contributing to Salary Differences

In 2018, the Pew Research Center reconfirmed the “narrowing, but persistent” gap in pay between men and women. This research found women across all industries earn 84 cents for every dollar a man earns. Beyond gender itself, the Pew research discussed factors that may, in part, explain the difference: years of experience, educational attainment, occupational differences, and other “negative factors” – taking time off to care for children or other family members or otherwise interrupting a career for family obligations.<sup>5</sup>

Pay gaps vary across industries and roles. For example, among lawyers who graduated in 1984, women with similar traits and in similar jobs earned 11 percent less than their male peers.<sup>6</sup> The gap for female hospital CEOs in 2015, however, was twice that; they earned 22.6 percent less than their male peers, after taking into account the hospital location, size and other factors.<sup>7</sup> For professional fundraisers, scholars at the IU Lilly Family School of Philanthropy examined gender and pay using data from the AFP Compensation & Benefit Surveys for 2000 through 2005. Men were paid more, were more likely to work for larger organizations, and raised more funds in total. After taking these and other factors into account, women were paid 11 percent less than men.<sup>8</sup>

This paper uses a similar approach and examines numerous independent variables that may contribute to differences in salary: race/ethnicity, organizational budget (as a proxy for organizational size and complexity), geographic region, and year of response. The data are from the 2013 through 2017 AFP Compensation & Benefits survey.

**Fundraisers who are women, however, can still expect to make 10 percent less than men, even after controlling for education level, years of experience, position level, race/ethnicity, organizational budget, region, family factors, and response year.**

The impact of each factor on salary differences is discussed in the following section, and descriptive analyses of other predictors of salary differences are provided in [Trends in Contributing Factors](#).

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<sup>5</sup> Graf, N., Brown, A., and Patten, E. (2018, April 9). The narrowing, but persistent, gender gap in pay. *Pew Research Center*. Retrieved from [www.pewresearch.org/fact-tank/2018/04/09/gender-pay-gap-facts/](http://www.pewresearch.org/fact-tank/2018/04/09/gender-pay-gap-facts/).

<sup>6</sup> Noonan, M. C., Corcoran, M. E., & Courant, P. N. (2005). " Pay Differences Among the Highly Trained: Cohort Differences in the Sex Gap in Lawyers Earnings." *Soc. Forces* 84, no. 2 (2005): 853-72.

<sup>7</sup> Song, P. H., Lee, S. Y. D., Toth, M., Singh, S. R., & Young, G. J. (2018). Gender Differences in Hospital CEO Compensation: A National Investigation of Not-for-Profit Hospitals. *Medical Care Research and Review*, 1077558718754573.

<sup>8</sup> Mesch, D. J., & Rooney, P. M. (2008). Determinants of compensation: A study of pay, performance, and gender differences for fundraising professionals. *Nonprofit management and Leadership*, 18(4), 435-463.

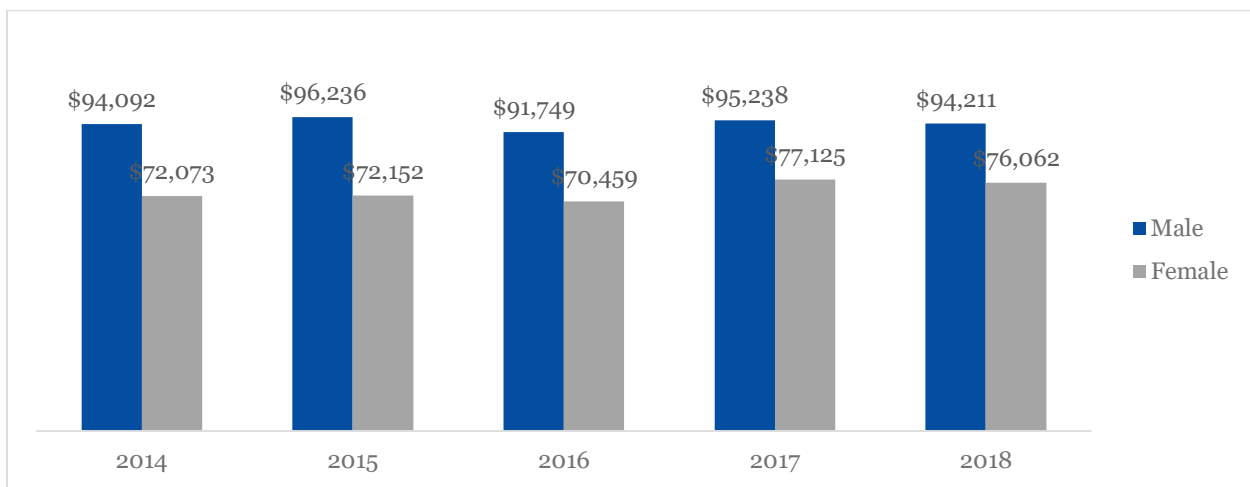


## Predicting Salary Differences by Gender and Other Factors

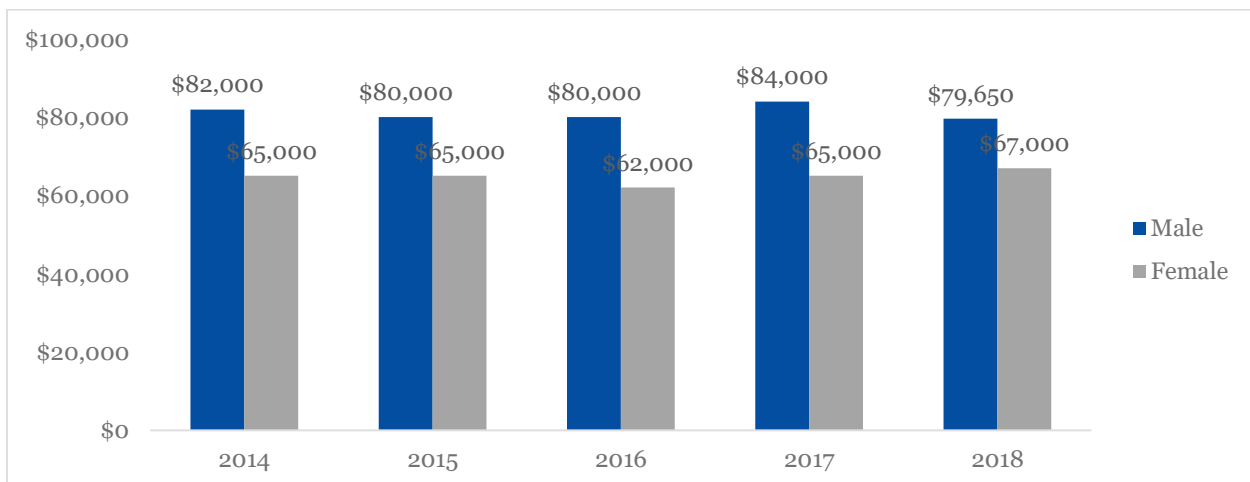
A linear regression was conducted to analyze the extent to which various predictors may contribute to annual salary for fundraising professionals participating in the survey each year (2014-2018). Of particular interest was the extent to which, holding other factors constant, gender contributes to salary differences for survey respondents.

As shown in Figures 1 and 2, although survey respondents were predominantly female (women comprised 77 percent of responses across all years, and between 77 and 81.5 percent of responses in given years), across all years, male respondents reported higher median and mean salaries than female respondents. On average across 2014-2018, male respondents' mean salaries were over \$20,500 higher than female respondents' salaries, and median salaries for males were about \$15,400 higher.

**Figure 1: Mean Salary by Gender by Year**



**Figure 2: Median Salary by Gender by Year**



Based on analysis of various potential contributing factors (descriptive analyses coupled with review of the literature, as well as preliminary analyses with sensitivity tests), predictor variables selected for the analyses included gender, race, whether the respondent had experienced any

negative factors (such as leaving the workforce to care for children), years of experience as a fundraising professional, year of response (to control for potential inflation changes), organizational budget (to account for organizational size), region (to account for differences in regional pay and cost of living), current position, and education level. Annual salary was the outcome variable.<sup>9</sup> Table 1 shows the results of the regression for select variables. The percent difference in annual salary column in the table represents the transformation of the coefficients to show the impact on salary, rather than showing log of salary, to facilitate interpretation of the results.

As shown in Table 1, though it was not the strongest indicator of differences in annual salary, gender was a statistically significant predictor of annual salary. If a respondent was female, her salary decreased by 10 percent, even when controlling for other predictor variables.

Six predictor factors contributed more toward annual salary than gender. The leading two factors were related to large organizational budgets—working for an organization with a budget of \$50 million or more (i.e., the highest budgets) represented a salary increase of 54 percent (as compared to those working for organizations with less than \$1 million) and working for an organization with \$10-\$50 million represented an increase of 31 percent. An organizational budget of \$3-4 million accounted for an increase of 18 percent in annual salary.

Current position also contributed significantly to annual salary—holding positions of CEO, CDO, VP, or Director of Fundraising represented a salary increase of 25 percent (compared to those at the Program Director, Deputy Director, or Fundraising Officer level), while holding some other fundraising position represented a salary decrease of 20 percent. Finally, holding a doctoral or professional degree represented a salary increase of 15.5 percent (compared to those with Bachelor's degrees only).

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<sup>9</sup> To address skewness, annual income was transformed into the natural log (Ln), a common practice when income is used in a linear regression model. For the regression analysis, in addition to the 55 responses that were excluded due to missing annual income or income greater than \$1,000,000, an additional 35 cases were excluded due to reporting income of 0 or income less than \$10,000.

**Table 1a: Summary of Linear Regression Analysis: Select Variables<sup>10</sup>**

Predictor Variable	Slope of the Line/ Relationship	Avg. Distance of Points from the Regression Line	% Difference in Annual Salary (vs. other group)	Sig.
Gender (female, compared to male)	-0.11	0.01	-10.5%	<.01
Org budget (\$50 mill. or more, compared to <\$1 million)	0.43	0.01	53.7%	<.01
Org budget (\$10-49.9 mill., compared to <1 million)	0.27	0.01	31.0%	<.01
Org. budget (\$3-9.9 mill., compared to <1 million)	0.17	0.01	18.2%	<.01
Org budget \$1-2.9 mill. (compared to <1 million)	0.07	0.01	7.1%	<.01
Current position (CEO, CDO, VP, Director of Fundraising compared to Prog. Dir./Dep. Dir./Fundraising Officer)	0.22	0.01	25.3%	<.01
Current position (Other Fundraising Position, compared to Prog. Dir./Dep. Dir./Fundraising Officer)	-0.23	0.01	-20.2%	<.01
Educ. level (doctoral or prof. degree, compared to Bach.)	0.14	0.02	15.5%	<.01
Educ. level (Master's, (compared to Bach.)	0.06	0.01	6.2%	<.01
Educ. level (< Bach., compared to Bach.)	-0.06	0.02	-6.0%	<.01
Negative impact (any, compared to none)	-0.06	0.01	-5.7%	<.01

<sup>10</sup> Predictor variables that contributed less than five percent to income differences are not listed in the table. Those include years as a fundraising professional, race, year of survey, and holding less than a Bachelor's degree. In addition, while some regional categories contributed to annual income differences at a statistically significant level, regional differences are excluded from the table, as regional differences were included as a control variable but can be attributed to differences in costs of living across various areas. Full results of the linear regression, including all variables, are provided in Appendix A.

**Table 1b: Select Variables in Descending Order of Difference**

Predictor Variable	Slope of the Line/ Relationship	Avg. Distance of Points from the Regression Line	% Difference in Annual Salary (vs. other group)	Sig.
Org budget (\$50 mill. or more, compared to <\$1 million)	0.43	0.01	53.7%	<.01
Org budget (\$10-49.9 mill., compared to <1 million)	0.27	0.01	31.0%	<.01
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Current position (Other Fundraising Position, compared to Prog. Dir./Dep. Dir./Fundraising Officer)	-0.23	0.01	-20.2%	<.01
Org. budget (\$3-9.9 mill., compared to <1 million)	0.17	0.01	18.2%	<.01
Educ. level (doctoral or prof. degree, compared to Bach.)	0.14	0.02	15.5%	<.01
Gender (female, compared to male)	-0.11	0.01	-10.5%	<.01
Org budget \$1-2.9 mill. (compared to <1 million)	0.07	0.01	7.1%	<.01
Educ. level (Master's, (compared to Bach.)	0.06	0.01	6.2%	<.01
Educ. level (< Bach., compared to Bach.)	-0.06	0.02	-6.0%	<.01
Negative impact (any, compared to none)	-0.06	0.01	-5.7%	<.01

## Trends in Contributing Factors

This section analyzes differences in mean and median salary on variables beyond gender alone that may be predictors of salary for fundraising professionals.<sup>11</sup> Table 1 provides information about total number of respondents and respondents by gender.

As Table 2 shows, the vast majority of respondents in any year were female, representing 77 percent of responses when combining across all years, and never less than 72 percent of responses in any year.

<sup>11</sup> Only respondents who reported employment at 75 percent FTE or higher were included, to approximate full-time employment. This resulted in 757 cases being excluded from this report for indicating FTE of less than 75%, as well as an additional 504 excluded because FTE was not reported. In initial review of the data, an additional five cases were excluded for having extreme outlier salaries (>\$1 million), for a total of 10,628 records.

**Table 2: Response Counts by Gender**

Year	Total respondents	Total Male	Total Female	Total Unknown/ Other Gender <sup>12</sup>
2014	2,652	598	2,032	22
2015	1,599	337	1,251	11
2016	2,176	422	1,738	16
2017	1,589	292	1,289	8
2018	2,612	467	1,894	251
<b>TOTAL</b>	<b>10,628</b>	<b>2,116</b>	<b>8,204</b>	<b>308</b>

Because the primary purpose of this report is to examine differences in salary, Table 3 identifies the number of responses in which salary data were not reported or salary responses were not included in salary analyses.<sup>13</sup> The vast majority of responses included salary information (98 percent or more in each year).

**Table 3: Response Counts: Salary Data**

Year	Total respondents	With Salary Data	% With Salary Data	Missing/ Outlier Salary Data	% Missing Salary Data
2014	2,652	2,640	99.5%	12	0.5%
2015	1,599	1,587	99.2%	12	0.8%
2016	2,176	2,167	99.6%	9	0.4%
2017	1,589	1,577	99.2%	12	0.8%
2018	2,612	2,572	98.5%	40	1.5%
<b>TOTAL</b>	<b>10,628</b>	<b>10,543</b>	<b>99.2%</b>	<b>85</b>	<b>0.8%</b>

## Organizational budget

As shown in the regression results in the previous section, organizational budget has a statistically significant effect on salary level. Fundraisers working in organizations with larger budgets tended to have larger annual incomes than those in smaller organizations; as shown in Table 4, mean and median salary rose as organizational budget rose. Those working in organizations with budgets of \$50 million or more had a mean salary of over \$100,000 and a mean of \$86,000, by far the largest of all respondents. Conversely, those working in organizations with budgets of less than \$1,000,000 had the lowest mean and median salaries across all years.

<sup>12</sup> In 2018, additional gender categories were added. 241 of the cases in 2018 were unknown (gender unreported), and 10 cases reported a gender other than male or female. For analyses in this report that focus on gender (salary by gender; group membership; and the linear regression), only those whose gender was not blank, or whose gender was reported as male or female, are included.

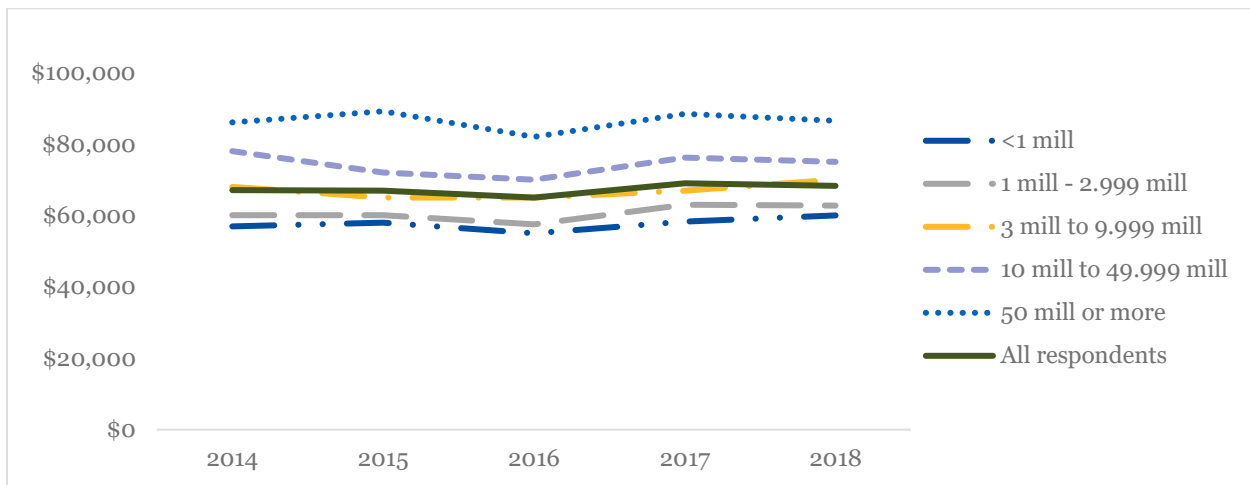
<sup>13</sup> In addition to the 5 removed during initial data review, an additional 35 were excluded from salary analyses because reported salary was 0 or less than \$10,000.

**Table 4: Salary by Organizational Budget (2014-2018)**

Org. Budget <sup>14</sup>	Total respondents	Mean Salary	Median Salary
Less than \$1,000,000	1,951	\$65,555	\$57,500
\$1,000,000 to \$2,999,999	2,136	\$67,846	\$60,000
\$3,000,000 to \$9,999,999	2,379	\$74,156	\$67,000
\$10,000,000 to \$49,999,999	2,255	\$84,484	\$75,000
\$50,000,000 or more	1,251	\$102,604	\$86,000

As Figure 3 shows, much like years of experience, those working in organizations with budgets of \$10 million or more earned higher median salaries across all years. While those in organizations with budgets of less than \$1 million had the lowest median salaries across all years, they were roughly similar to those in organizations with budgets of \$1 million to \$2,999,999 million.

**Figure 3: Median Salary by Organizational Budget**



Male respondents were more likely than female respondents to report working for organizations with larger budgets (\$10 million or more), with 42 percent working in such organizations, compared to only one-third of female respondents. Conversely, 20 percent of female respondents reported working in organizations with budgets of less than \$1 million, compared to 17.5 percent of male respondents.<sup>15, 16</sup>

<sup>14</sup> A total of 571 responses were excluded due to not reporting organizational budget.

<sup>15</sup> The association between gender and position level was statistically significant ( $\chi^2(4) = 61.09, p < .01$ ); however, the effect size was negligible ( $\Phi_c = .08$ ). Because no real effect size was detected, there is not necessarily evidence to suggest that there is an association between gender and position level; the statistically significant result may be due to sample size.

<sup>16</sup> Throughout the report, chi square tests ( $\chi^2$ ) were conducted to compare the frequency of different components, such as organizational budget and education level, among the two gender groups and to test if group membership and the components were related at statistically significant levels (i.e., not independent). Effect sizes (phi ( $\Phi$ ) or Cohen's  $v$  ( $\Phi_c$ )) were also computed, to measure the magnitude of difference and to help substantiate any statistically significant results. Effect size is necessary to understand if a statistically significant difference between groups is also practically relevant. Because chi-square tests are particularly sensitive to sample size, a large sample may show a statistically significant

**Table 5: Organizational Budget by Gender**

Gender	Organizational Budget				
	<\$1 million	\$1 million – \$2.99 million	\$3 million - \$9.99 million	\$10 million - \$49.99 million	\$50 million or more
<b>Male</b>	350 (17.5%)	398 (19.9%)	406 (20.3%)	525 (26.2%)	322 (16.1%)
<b>Female</b>	1,572 (20.2%)	1,686 (21.8%)	1,916 (24.6%)	1,689 (21.7%)	904 (11.6%)

### Education level

Like organizational budget, education level has a statistically significant effect on salary. When combining data across all years of the survey (2014-2018), respondents’ mean salary tended to increase as education level increased, increasing from \$67,208 for respondents whose highest education level was high school diploma, to more than \$90,000 for fundraisers with a doctoral or professional degree. Median salary followed the same pattern. See Table 6.

**Table 6: Salary by Education Level (2014-2018)**

Education Level <sup>17</sup>	Total respondents	Mean Salary	Median Salary
Associate or Less	564	\$67,208	\$60,000
Bachelor’s Degree	4,172	\$72,536	\$62,500
Master’s Degree	5,011	\$81,384	\$71,000
Doctoral/professional Degree	442	\$92,291	\$79,650

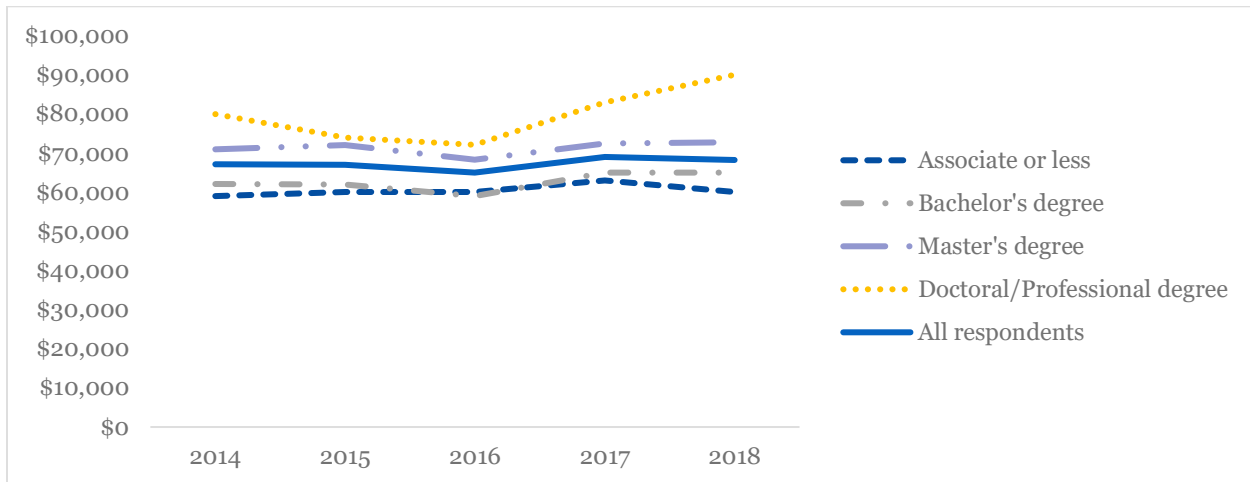
Respondents with Master’s degrees and above tended to have higher median salaries than the median of all respondents, and respondents with doctoral or professional degrees had the highest median salaries across all years. Median salaries for respondents with doctoral and professional degrees varied more across years than at other education levels; median salaries were most stable at the Associate or less level. See Figure 4.

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association between group membership and a variable, but the practical association may be small or negligible. (Bollen, K.A. (1989). *Structural equations with latent variables*. New York: Wiley).

<sup>17</sup> In 2018, the education level categories changed. As such, some data points from prior years were combined into 2018 categories. Associate or less includes individuals who selected (in 2014-2017) some college, no degree; associate degree; or high school diploma. Master’s degree includes individuals who selected (in 2014-2017) MBA, MNA, and post-graduate work. Doctoral/professional degree includes individuals who selected doctoral degree or professional degree. 69 total respondents selected “other” for education level, which was excluded from the analysis. 285 cases were excluded from the analysis due to not reporting education level.

**Figure 4: Median Salary by Education Level by Year**



About half of the respondents in each year held Bachelor’s degrees, with Master’s degree as the next most common educational level. Between four and five percent of respondents in each year held either a doctoral or professional degree (e.g., J.D, M.D.). Education levels appear to have increased over time; the percentage of respondents with an Associate degree or less declined each year, from six percent of respondents in 2014, to four percent in 2018.

**Table 7: Education Level by Year**

Year	Education Level			
	Associate or Less	Bachelor’s Degree	Master’s Degree	Doctoral/ Professional
2014	6.4%	49.4%	39.6%	4.6%
2015	5.9%	49.1%	41.0%	4.0%
2016	5.9%	49.7%	40.4%	4.0%
2017	5.4%	49.6%	40.9%	4.1%
2018	4.3%	51.5%	39.4%	4.8%

By gender, male respondents were more likely to have post-graduate degrees (Master’s or doctoral/professional degrees) than female respondents—about 52 percent of male respondents held Master’s or doctoral/professional degrees, compared to about 43 percent of female respondents. The association between gender and education level was statistically significant ( $\chi^2(3) = 101.15, p < .01$ ), with a small effect size ( $\Phi_c = .10$ ), representing a small practical difference in the association between education level and gender. In other words, there is some evidence to suggest that there is a small difference, more than would be expected to occur by chance, between gender and education level, with male respondents more likely to have higher levels of education than females.



**Table 8: Education Level by Gender (all years)**

Year	Education Level			
	Associate or Less	Bachelor	Master	Doctoral/ Professional
Male	88 (4.2%)	909 (43.5%)	939 (44.9%)	154 (7.4%)
Female	480 (5.9%)	4,176 (51.6%)	3,851 (38.9%)	288 (3.6%)

### Position level

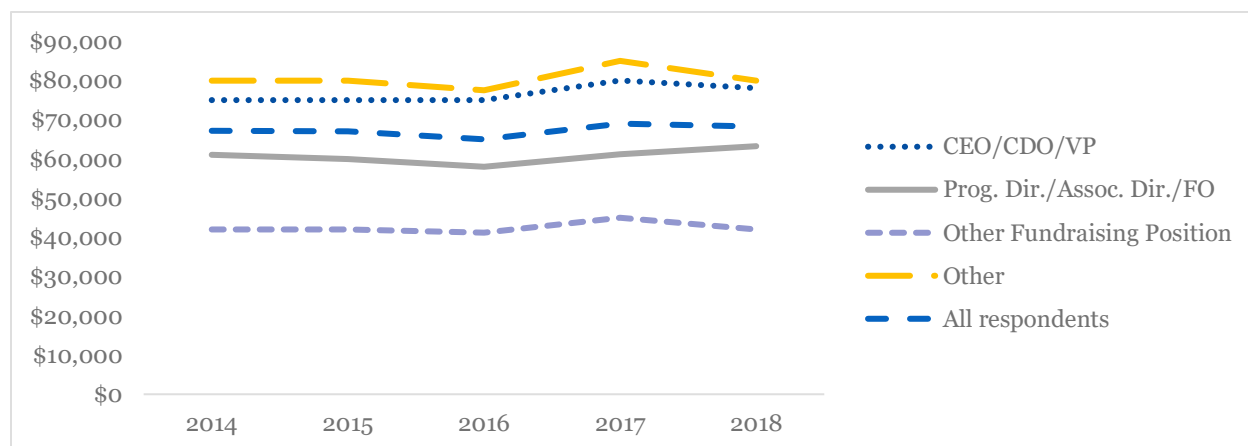
Fundraisers who hold high-level positions can expect to earn higher salaries than those in a Program Director, Deputy Director, or Fundraising Officer role. As shown in Table 9, mean and median salaries tended to vary across positions. Mean salaries in the “other” category (which included consultants – principal, senior staff, campaign directors; consultants – other; and a general “other” category) were highest across all five years, although the number of respondents in this group was small. The next highest mean salary was for the group representing CEO/CDO/VP/Director of Fundraising (“CEO/etc.”).

**Table 9: Salary by Position Level (2014-2018)**

Position Level <sup>18</sup>	Total respondents	Mean Salary	Median Salary
CEO, CDO, VP, Director of Fundraising	5,646	\$87,287	\$76,000
Prog. Director/Deputy Director/ Fundraising Officer	3,349	\$68,346	\$61,000
Other Fundraising Position	1,024	\$46,592	\$42,000
Other	507	\$93,729	\$80,000

In each year, median salaries were highest for fundraisers in the “other” category, followed closely by those at the CEO/etc. level. Salaries were relatively stable across year, but tended to be at their lowest points in 2016 for each group (other than CEO/etc.) Median salaries for CEO/etc. were the same in 2014, 2015, and 2016.

**Figure 5: Median Salary by Position Level**



<sup>18</sup> To facilitate the linear regression analysis, positions were grouped together (CEO with CDO, VP, and Director of Fundraising; Program Director/Manager with Deputy Director/Associate Director and Fundraising Officer (added in 2018); and Consultant and Other). Note Consultant and Other (the Other category in the table) were not included in the linear regression, due to sample size and goodness of fit for the model. Nine cases were excluded from the analysis due to not reporting current position.

In each year, with the exception of 2018, over half of respondents reported their current positions as CEO level or CDO, VP, or Director of Fundraising (“CEO/etc.”), although the percentage reporting employment at this level declined across each year. See Table 10.

**Table 10: Position Type by Responses by Year**

Year	Position Type			
	CEO/CDO/VP/ Director of Fundraising	Program Director/ Deputy Director/ Fundraising Officer	Other Fundraising Position	Other <sup>19</sup>
2014	58.0%	28.8%	8.4%	4.8%
2015	55.6%	29.4%	10.2%	4.8%
2016	53.5%	30.2%	11.6%	4.7%
2017	53.0%	30.1%	11.2%	5.6%
2018	49.4%	38.2%	7.8%	4.7%

Male respondents were more likely than female respondents to report current position as CEO, CDO, Vice President, or Director of Fundraising (60 percent of male respondents, compared to 52.5 percent of female respondents).<sup>20</sup>

**Table 11: Position Type by Gender (2014-2018)**

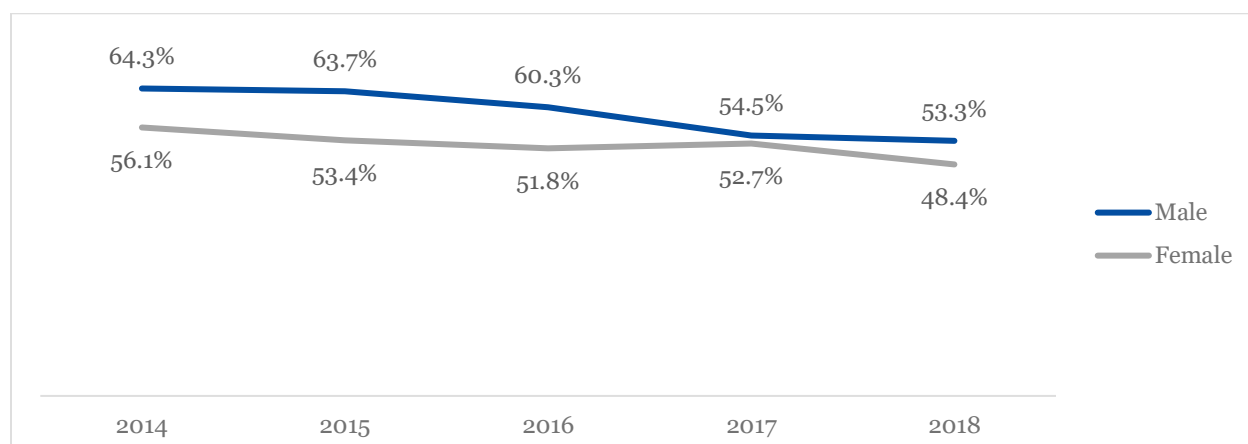
Gender	Position Type			
	CEO/CDO/VP/ Director of Fundraising	Program Director/ Deputy Director/ Fundraising Officer	Other Fundraising Position	Other
Male	1,229 (59.6%)	591 (28.0%)	130 (6.2%)	132 (6.3%)
Female	4,298 (52.5%)	2,658 (32.5%)	864 (10.5%)	371 (4.5%)

While the percentage of female respondents indicating their current position as CEO, CDO, VP, or Director of Fundraising was consistently lower than that of male respondents, this gap may be closing; differences declined to 2 percentage points in 2017 and 5 percentage points in 2018, compared to a high of over ten percentage points in 2015.

<sup>19</sup> For goodness of fit in the regression model, this group was excluded from the regression analysis. This group includes consultant – principal, sr. staff, campaign director; consultant – other; or other.

<sup>20</sup> The association between gender and position level was statistically significant ( $\chi^2(3) = 70.26, p < .01$ ); however, the effect size was negligible ( $\Phi_c = .08$ ). As there was no real effect size detected, there is no real evidence to suggest that there is an association between gender and position level, and the statistically significant result may be due to sample size.

**Figure 6: Percentage of Respondents as CEO/CDO/VP/Director of Fundraising**



### Presence of one or more negative factors

In each year of the survey, respondents were asked a series of questions on factors that may have negatively impacted their salaries. Negative factors included taking time off to care for children; taking time off to care for other family members; taking time off for further education; and moving to follow a spouse.<sup>21</sup> Across all years 2014-2018, just under one-quarter (23.5 percent) of respondents had experienced at least one event, and this group tended to have lower mean and median salaries that those who had not experienced any of the events.

**Table 12: Presence of One or More Negative Factors (across all years)**

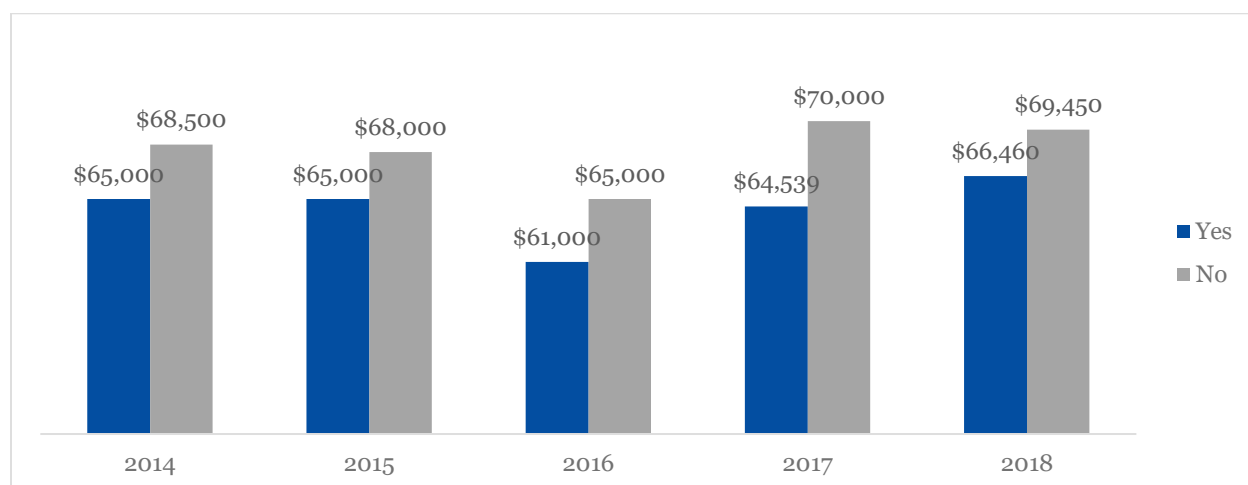
Experienced at least One Factor?	Total respondents	Mean Salary	Median Salary
Yes	2,480	\$72,938	\$64,520
No	8,063	\$79,026	\$68,000

While median salaries for those experiencing negative factors were consistently lower than those not experiencing negative factors each year, differences in median salary varied somewhat across years. To illustrate, while median salary difference was just under \$3,000 in 2018, the difference was nearly \$5,500 in 2017. See Figure 7.

In each year of the survey, about one-quarter of respondents indicated having experienced one or more factors that may have negatively impacted their salary, with the highest percentage of yes responses (those responding yes to at least one factor) occurring in 2017.

<sup>21</sup> An “other” question was also asked, with open-ended responses, but for the purpose of this report, “other” responses were excluded from the analysis.

**Figure 7: Median Salary by Negative Factor Experience by Year**



**Table 13: Negative Factors by Year**

Year	Response	
	Yes	No
2014	23.5%	76.5%
2015	23.2%	76.8%
2016	23.8%	76.2%
2017	<b>24.9%</b>	75.1%
2018	22.6%	77.4%

Female respondents were much more likely than male respondents to report experiencing one or more negative factors. As shown in Table 14, while 26 percent of female respondents indicated experiencing one or more negative factors across years, only 15.5 percent of male respondents did. The association between experiencing a negative factor and gender was statistically significant ( $\chi^2(1) = 96.00, p < .01$ ), albeit with a small effect size ( $\Phi = -.10$ ).

**Table 14: Negative Factors by Gender (all years)**

Gender	Response	
	Yes	No
Male	329 (15.5%)	1,787 (84.5%)
Female	2,108 (25.7%)	6,096 (74.3%)

Combining across all years, female respondents were particularly disproportionately represented in the percentage of respondents indicating taking time off to care for children, with 11 percent of female respondents selecting yes to this question, compared to one percent of male respondents. The other negative factor category with larger differences in male/female responses was relocating for a spouse, with nine percent of female respondents indicating that they had done this, compared to four percent of male respondents.

**Table 15: Percent of Yes Responses by Factor by Gender**

Negative Factor	Female	Male
Time off to care for children	11.2%	1.1%
Time off to care for family members	3.2%	1.2%
Time off for further education	2.9%	1.8%
Relocated for spouse	8.8%	4.2%
Resigned prior to having new position	7.0%	9.9%

When limiting the chi-square analysis to only the “time off to care for children” factor, across years, the association between gender and taking time off to care for children was statistically significant, ( $\chi^2(1) = 205.05, p < .01$ ), with a small effect size ( $\Phi = -.14$ ), suggesting a small practical relationship between gender and group membership in this category. In other words, there is some evidence to suggest that there may be a small association, more than would be expected to occur by chance, between gender and taking time off to care for children, with female respondents more likely than males to take time off for children.

**Table 16: Taking Time off for Children (by Gender)**

Gender	Response	
	Yes	No
Male	329 (1.1%)	2,092 (98.9%)
Female	918 (11.2%)	7,286 (88.8%)

### Years of experience

Years of experience as a fundraising professional is correlated with annual income at statistically significant levels ( $r = .48, p < .01$ ). The largest difference in mean salary across all years was in the 15.1-20 years vs. more than 20 years category, with a difference of nearly \$20,000. The median salaries of these two groups differed by \$14,000, but the largest difference in median salary was in the 0-5 years to 5.1 to 10 years groups, with a difference of \$15,000.

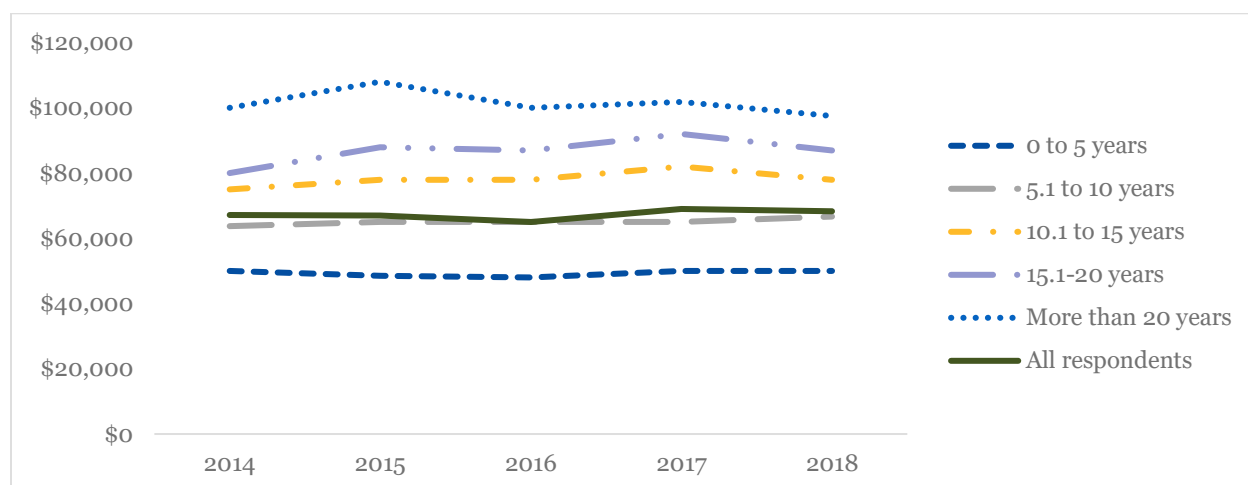
**Table 17: Salary by Years of Experience (2014-2018)**

Years of Experience <sup>22</sup>	Total respondents	Mean Salary	Median Salary
0-5 years	3,419	\$55,065	\$50,000
5.1-10 years	2,422	\$70,871	\$65,000
10.1-15 years	1,649	\$83,525	\$78,000
15.1-20 years	1,289	\$95,881	\$86,000
More than 20 years	1,602	\$115,595	\$100,000

Fundraisers with more than 20 years of experience earned the highest median salary across all five years, while those with 0-5 years of experience earned the lowest, with median salaries increasing for every change in category upward. The largest gap between 0-5 years and more than 20 years of experience occurred in 2015 (\$59,500 gap), while the gap had closed to \$47,500 by 2018.

<sup>22</sup> Years of experience as a fundraising professional was reported in the survey as a number and converted to a category for this report. 162 cases were excluded from the analysis due to missing responses.

**Figure 8: Median Salary by Years of Experience**



## Race/Ethnicity

About nine in 10 survey respondents across all years were White (Caucasian/Non-Hispanic, 90 percent). Across all years, this group had the highest mean salary (\$78,090) of all racial/ethnic groups, while respondents identifying as Asian/Pacific Islander had the highest median salary (\$72,000). While respondents identifying as Native American or Alaskan Native had the lowest mean and median salary across all years, the number of respondents in this category was very small, totaling only 17. For racial/ethnic groups with larger numbers, those identifying as multi-ethnic had the smallest mean salary (\$70,486), and those identifying as Hispanic/Latino had the smallest median salary (\$62,750).

**Table 18: Salary by Race (2014-2018)**

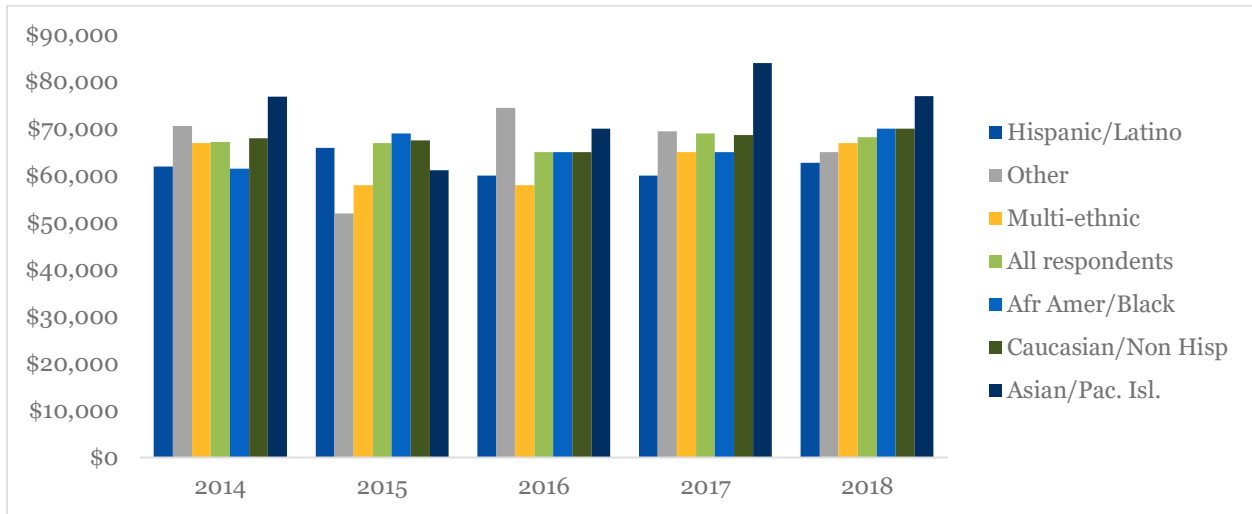
Race/Ethnicity <sup>23</sup>	Total respondents	Mean Salary	Median Salary
African American/Black	256	\$75,323	\$65,000
Caucasian/Non-Hispanic	9,259	\$78,087	\$67,000
Asian/Pacific Islander	159	\$76,714	\$72,000
Native American/Alaskan Native	17	\$70,009	\$50,000
Hispanic/Latino	264	\$71,307	\$62,750
Multi-ethnic	213	\$70,486	\$65,000
Other	82	\$78,006	\$69,000

As shown in Figure 9, trends in median salaries by race/ethnicity were not consistent, which may be a result of small numbers of respondents in racial/ethnic categories other than Caucasian/Non-Hispanic. To illustrate, while respondents who were Black had the lowest median annual income in 2014 (\$61,500), the same group had the highest median income in 2015 (\$69,000). The same is true for the “other” race/ethnicity category—this group had the lowest median income of all groups in 2015 (\$52,000), but the highest (\$74,500) in 2016.

<sup>23</sup> No persons identifying as Native American or Alaskan Native responded to the survey in 2015. A total of 293 cases were excluded from the analysis due to not reporting race/ethnicity.

Respondents identifying as Asian had the highest median salary of all racial/ethnic groups in three of the six years (2014, 2017, and 2018).

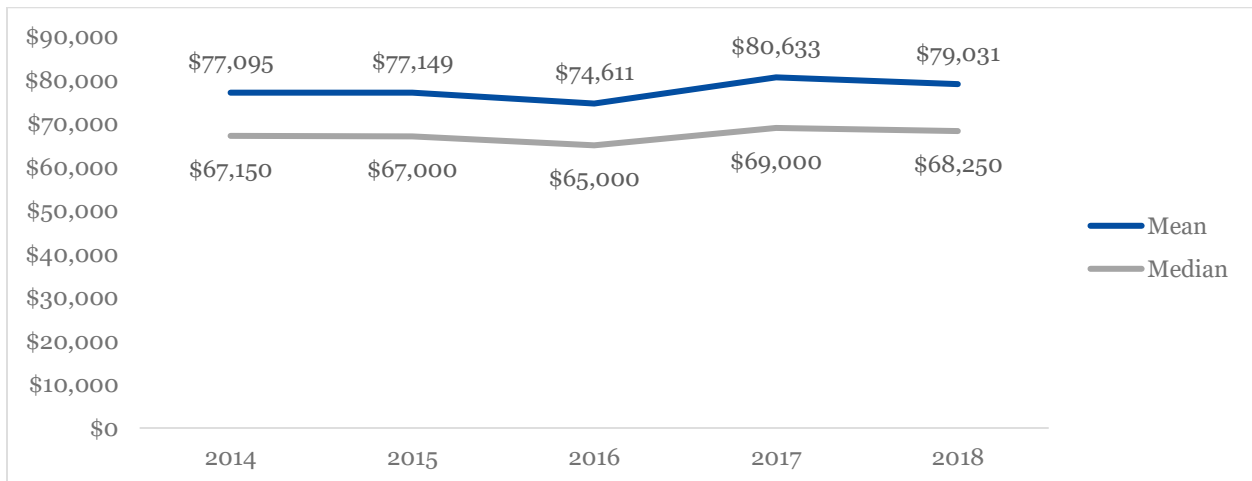
**Figure 9: Median Salary by Racial/Ethnic Group**



### Year of response

Respondents' mean and median salaries fluctuated somewhat, but not greatly, across years. Mean salary was the highest in 2017, at \$80,633, while median salary was the highest in 2018 (\$68,250). Both mean and median salaries were the lowest in 2016 (\$74,611 and \$65,000). Differences in mean and median across years may be a result of income adjusted for inflation or cost of living; differences in respondents across years; or a combination thereof.

**Figure 10: Mean and Median Salaries Across Years**



## Region

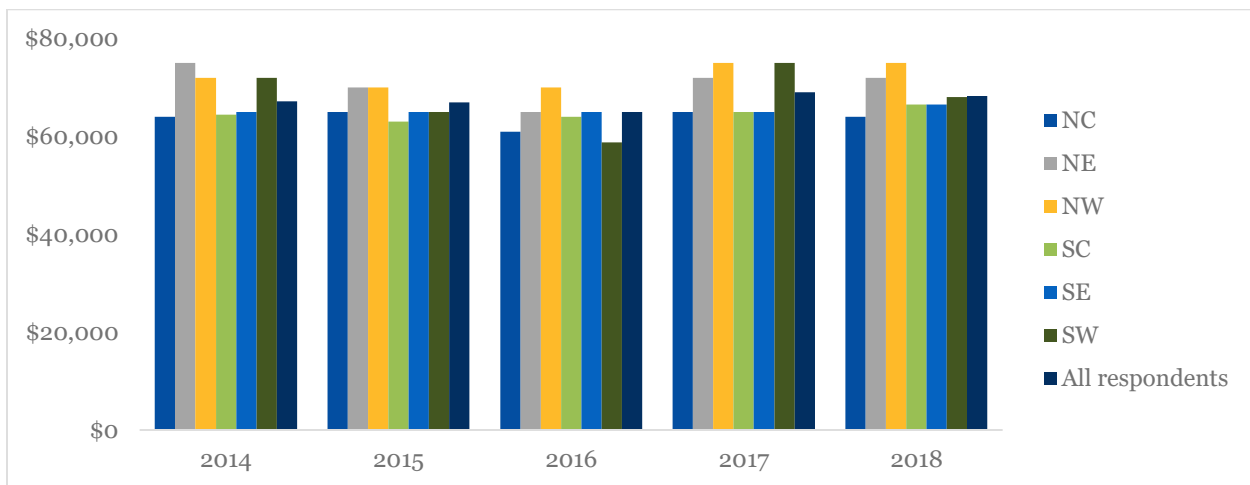
Respondents represented various regions of the United States.<sup>24</sup> Recognizing that annual income may vary by region, this section identifies differences in mean and median salary by region.<sup>25</sup> As shown in Table 19, the Southwest region was somewhat underrepresented in responses across years (506 total responses, compared to nearly 1,500 or more for other regions). Mean and median salaries in the North Central, South Central, and Southeast were roughly similar across all years, with the Northeast and Northwest having the highest mean and median salaries.

**Table 19: Salary by Region (2014-2018)**

Region	Total respondents	Mean Salary	Median Salary
North Central	2,640	\$73,723	\$64,000
Northeast	2,078	\$82,827	\$70,000
Northwest	1,742	\$82,164	\$73,000
South Central	1,457	\$73,916	\$65,000
Southeast	2,070	\$75,362	\$65,000
Southwest	506	\$79,873	\$67,000

As shown in Figure 11, there was no clear trend in median salaries across regions across years, although in 2015-2018, the Northwest region was the highest or tied for the highest (tied with Northeast in 2015 and Southwest in 2017). The Northeast region was highest in 2014. The Southwest region showed the most fluctuation in median salary, which is likely a result of the relatively small number of respondents from this region.

**Figure 11: Median Salary by Region**



<sup>24</sup> Respondents selecting “other” or “non-US” are excluded from both the descriptive analysis above and the regression analysis, due to small sample size (35 total and 1 total, respectively, 2014-2018). An additional 14 responses were excluded due to not reporting region.

<sup>25</sup> [Appendix B](#) lists the states included in each region.



## Section 2.

### Differences in Other Circumstances and Perceptions

This section discusses additional differences in work circumstances and perceptions for female and male respondents and provides more descriptive detail on differences in organizational size, number of supervisees, and pay raise opportunities and satisfaction with salary negotiation and overall salary and benefits. In addition, the section discusses general work satisfaction and challenges across the past five years.<sup>26</sup>

#### Organizational size (Number of fundraising professionals)

Fundraising offices tend to be small. About two-thirds of respondents reported working in organizations with 0 to 5 full-time equivalent (FTE) fundraising professionals, although the percentage decreased from 2016 to 2018.<sup>27</sup> While 70 percent of respondents reported working in organizations with 0-5 FTE fundraising professionals in 2016, that had declined to 65 percent in 2018, and the percentage reporting more than 15 in their organization increased from 13 percent to 16 percent.

**Table 20: Number of FTE Fundraising Professionals (Percent of Total Respondents)**

Year	Number of FTE Fundraising Professionals		
	0 to 5	5.1 to 15	More than 15
2016	70.2%	17.1%	12.7%
2017	69.0%	18.7%	12.3%
2018	64.7%	19.6%	15.7%

Female respondents were more likely than male respondents to indicate working in organizations that employed 5 or fewer full-time equivalent fundraising professionals.<sup>28</sup>

**Table 21: Number of FTE Fundraising Professionals by Gender (2016-2018)**

Gender	Number of Supervisees		
	0 to 5	5.1 to 15	More than 15
Male	715 (62.8%)	241 (21.2%)	182 (16.0%)
Female	3,296 (68.9%)	855 (17.9%)	633 (13.2%)

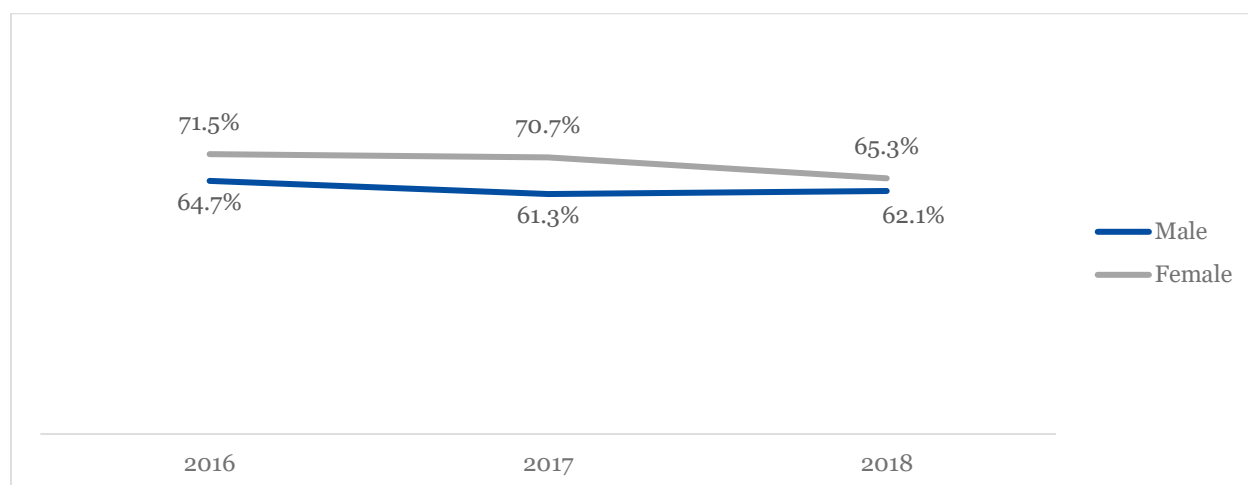
Although a larger percentage of female respondents worked in organizations with a small number of fundraising professionals, this percentage trended downward from 2016 to 2018, with a growing percentage of females working in organizations with 5 to 15 FTE fundraising professionals (from 17 percent in 2016 to 19 percent in 2018).

<sup>26</sup> The analyses in this section are limited to individuals who reported male or female for gender; blank responses and other gender selections are excluded, for the purposes of multi-year analysis. Full data (including other genders and missing responses) can be found in Appendix C.

<sup>27</sup> While questions were asked about a variety of employee types in surveys conducted in 2014 and 2015, the key question asked in 2016-2018 was about the number of full-time equivalent (FTE) fundraising professionals, as opposed to overall organizational size. Thus, this section focuses on the FTE number of fundraising professionals, rather than overall organizational size. 195 responses were excluded because the question was not answered.

<sup>28</sup> The association between gender and organizational size was statistically significant ( $\chi^2(2) = 15.52$ ,  $p < .01$ ), although the effect size was negligible ( $\Phi_c = .05$ ), indicating that the differences in group membership are not meaningful; the statistically significant result may be due to large sample size.

**Figure 12: Respondents in Orgs. with 5 or Fewer Fundraising Professionals by Gender**



### Number of supervisees

Male respondents were more likely than female respondents to report having three or more supervisees. Based on 2018 responses only (the only year in which this question was asked), 27 percent of male respondents reported supervising three or more employees, compared to 22 percent of female respondents. Comparatively, 44 percent of female respondents reported supervising zero employees, while 38.5 of male respondents had zero supervisees.<sup>29</sup> Additional years of data on this topic may be useful in analyzing patterns in number of supervisees and the extent to which it is related to gender.

**Table 22: Number of Supervisees by Gender**

Gender	Number of Supervisees		
	0	1 to 2	3 or more
Male	180 (38.5%)	161 (34.5%)	126 (27.0%)
Female	840 (44.4%)	637 (33.7%)	414 (21.9%)

### Satisfaction with salary and benefits package

In general, respondents reported they were satisfied with their salary and benefits packages. Across all years, 76 percent of respondents indicated they were satisfied or very satisfied with their salary and benefits, with an overall mean score of 3.73 (out of a possible 4.00; 4=very satisfied; 1 = very dissatisfied). Male respondents were slightly more likely to be satisfied with their salary and benefits than female respondents (mean score of 3.87 versus 3.70).<sup>30</sup> See Table 23.

<sup>29</sup> The association between gender and number of supervisees (the category selected) was statistically significant ( $\chi^2(2) = 7.29, p < .05$ ), the effect size was negligible ( $\Phi_c = .06$ ), indicating no meaningful association between gender and number of supervisees. Three responses were excluded from the analysis due to not answering the question.

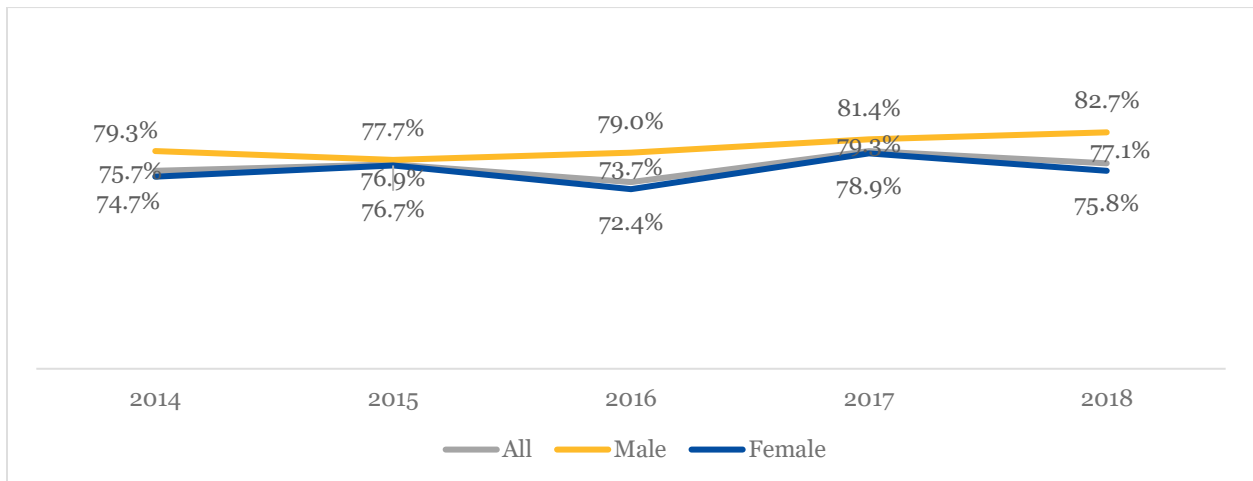
<sup>30</sup> Although differences in satisfaction were statistically significant by gender ( $F(1,10219) = 34.02, p < .01$ ), the effect size was negligible ( $\eta^2 = .06$ ), indicating that statistical significance may be a result of large sample size and that likely there are no practical or meaningful differences in satisfaction by gender.

**Table 23: Satisfaction by Gender (all years)<sup>31</sup>**

Year	Position Type			
	Very Satisfied/ Satisfied	Dissatisfied/ Very Dissatisfied	Mean Score	Std. Dev.
Male	80.0%	20.0%	3.87	1.14
Female	75.4%	24.6%	3.70	1.20

While each year saw the majority of all respondents satisfied or very satisfied with their salary and benefits package (over three-quarters in all years but 2016), the lowest percentage of all respondents satisfied or very satisfied was in 2016 (74 percent). This was also the lowest year for female respondents to agree or strongly agree (72 percent), although 79 percent of male respondents agreed or strongly agreed in 2016. The percentage of female respondents indicating that they were very satisfied or satisfied with their salary and benefits package was lower than the percentage of male respondents in each year, with the largest gap occurring in 2018 (83 percent versus 76 percent).

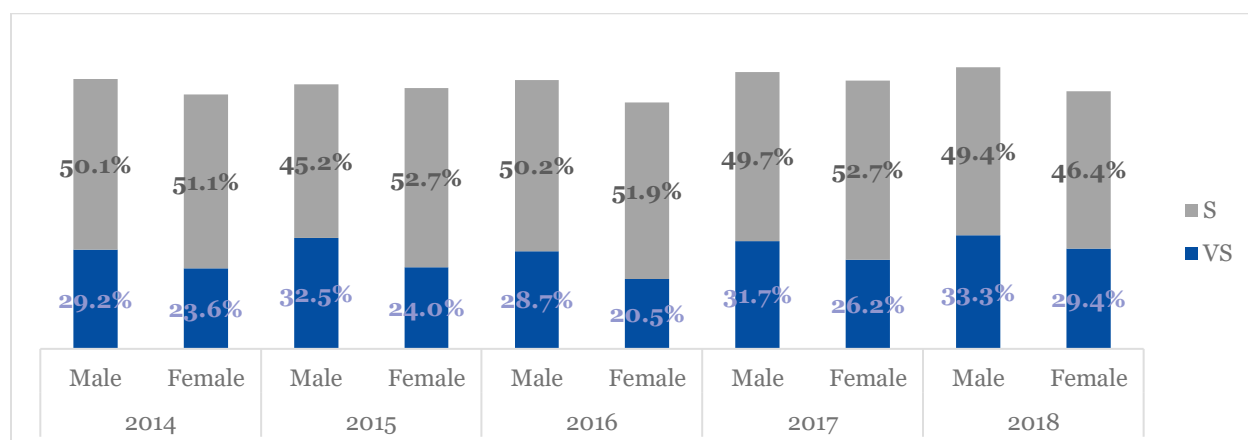
**Figure 13: Percent of Respondents Satisfied or Very Satisfied by Year**



Across years, roughly similar percentages of male and female respondents reported being satisfied with salary and benefits packages (generally a difference of about three percentage points, with females typically reporting a slightly higher rate of being “somewhat satisfied”); however, males were more likely than females to report being “very satisfied” with salary and benefits packages. Males reported being very satisfied at a rate four percentage points higher than females in 2018 and 8.5 percentage points higher in 2015. See Figure 14.

<sup>31</sup> Responses of “no opinion” or those not responding at all were excluded from the analysis and are not included in the denominator for percentages, because this was not an answer choice for the 2018 survey. A total of 225 responses were excluded due to not answering the question, and 33 were excluded for selecting “no opinion.”

**Figure 14: Respondents Satisfied and Very Satisfied with Salary/Benefits, by Gender**



### Perception of salary negotiation

In any given year, most respondents indicated they had negotiated their salaries effectively, ranging from a low of 58 percent in 2016 (incidentally, the year in which mean and median salaries were the lowest) to a high of 62 percent in 2017.

**Table 24: Negotiated Salary Effectively by Year**

Year <sup>32</sup>	Response	
	Yes	No
2014	59.5%	40.5%
2015	59.5%	40.5%
2016	57.7%	42.3%
2017	62.1%	37.9%
2018	61.5%	38.5%

Male respondents were more likely than female respondents to indicate they effectively negotiated their salaries. Nearly 70 percent of male respondents said yes to this question, compared to just 58 percent of female respondents. The association between gender and feeling that salary was effectively negotiated was statistically significant, ( $\chi^2(1) = 96.73, p < .01$ ), with a small effect size ( $\Phi = .10$ ), suggesting a small practical association between gender and negotiating salary effectively. In other words, there is some evidence to suggest that there is a small relationship, more than would be expected to occur by chance, between gender and salary negotiation perception, with female respondents less likely to believe they negotiated their salaries effectively.

**Table 25: Negotiated Salary Effectively by Gender (all years)**

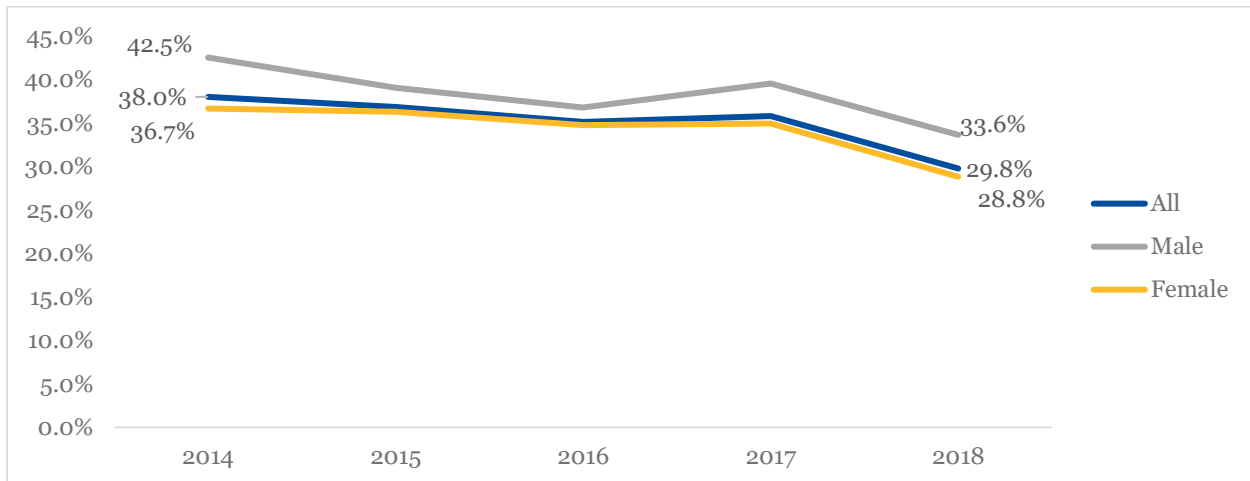
Gender	Response	
	Yes	No
Male	1,453 (69.4%)	641 (30.6%)
Female	4,689 (57.6%)	3,454 (42.4%)

<sup>32</sup> A total of 112 responses were excluded due to not answering the question.

## Pay raise opportunities (based on achieving performance goals)

Overall, less than half of respondents indicated their organization explicitly stated that achieving performance goals would be a factor in determining pay raises, and the portion has decreased over time. Across all five years, just over one-third (35 percent) agreed or strongly agreed this was the case in their organizations, with an overall mean score of 2.83 out of a possible 5.00 (5 = strongly agree; 1 = strongly disagree). The portion of respondents who agreed or strongly agreed that pay raise opportunities are tied to performance goals dropped from 38 percent in 2014 to just under 30 percent in 2018.

**Figure 15: Percent of Respondents Strongly Agreed/Agreed by Year**



The mean score of male respondents was slightly higher than that of females combining across all years,<sup>33</sup> and the percentage of females agreeing or strongly agreeing that their organizations explicitly stated that performance goals and raises were tied together was lower than the percentage of males in each year of the survey. The largest gap was in 2014, when 42.5 percent of males strongly agreed or agreed, compared to 37 percent of females. The lowest levels of agreement for both genders were in 2018, with only 34 percent of males strongly agreeing or agreeing and just 29 percent of females. Across all years, 39 percent of male respondents agreed that their organization explicitly stated the connection between achieving performance goals and raises, compared to 34 percent of female respondents. For this question “neither satisfied nor dissatisfied” was also a choice—across all years, 21 percent of respondents (both male and female) selected this option.

**Table 26: Performance and Raise Connection (all years)**

Year	Position Type			
	Strongly Agree/Agree	Disagree/Strongly Disagree	Mean Score	Std. Dev.
Male	38.5%	40.5%	2.92	1.38
Female	34.1%	44.9%	2.80	1.35

<sup>33</sup> Mean score differences were statistically significant ( $F(1,10199)=22.85, p<.01$ ) but effect size was negligible ( $\eta^2 = .002$ ), suggesting that statistical significance may be result of large sample size and that evidence does not support that there were meaningful differences between genders. 145 responses were excluded due to not answering the question.

## Consideration of changing jobs

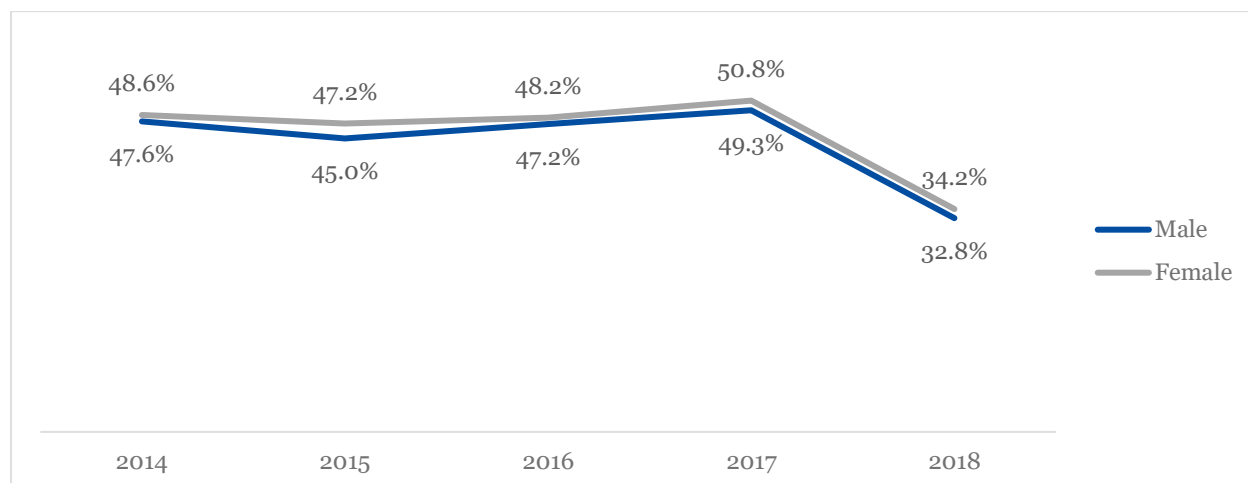
Across all years, just under half of respondents (45 percent) had considered seeking other employment in the past 12 months. Although the percentage of female respondents selecting yes to this question was slightly higher than male respondents in all years, the differences were not statistically significant.

**Table 27: Considered Other Employment by Gender (all years)**

Gender	Response	
	Yes	No
Male	919 (44.0%)	1,168 (56.0%)
Female	3,669 (45.3%)	4,438 (54.7%)

The percentage of respondents indicating that they had considered changing jobs decreased markedly in 2018, going from about half in 2017 for each gender to about one-third. However, this change may be due to slight changes in the way the question was asked in 2018 versus in prior years (see Appendix B).

**Figure 16: Percentage of Respondents Considering Changing Jobs by Gender**



Across all years, under one-quarter (23 percent) of respondents had considered looking for a promotion within their organization, roughly the same percentage of male and female respondents (18 percent and 24 percent, respectively).<sup>34</sup> The lack of *yes* responses across all years may be a result of the number of respondents who are already at the CEO, CDO, VP, or Director of Fundraising levels, who comprised over half of the respondents in each year; lack of opportunities for upward mobility within the organization; or other factors. Further, the differences in percentage of female respondents considering this versus male respondents may be that female respondents tended to be in lower positions than male respondents, and thus may have more opportunity to move upward. See Table 28.

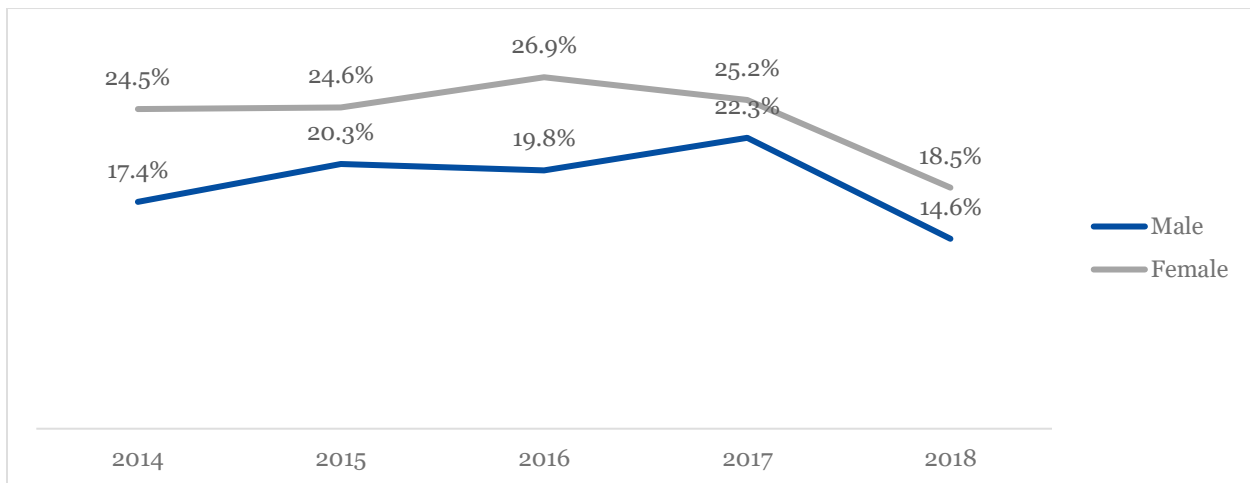
<sup>34</sup> Although the difference in male and female respondents indicating they had considered looking for a promotion was statistically significant ( $\chi^2(1) = 27.03, p < .01$ ), the effect size is negligible ( $\Phi = .05$ ), suggesting that evidence does not support that there is a meaningful association between gender and seeking promotion, and that the statistically significant result may be due to sample size.

**Table 28: Considered Seeking Promotion by Gender (all years)**

Gender	Response	
	Yes	No
Male	380 (18.4%)	1,689 (81.6%)
Female	1,909 (23.7%)	6,136 (76.3%)

The percentage of respondents seeking a promotion within their organization has been relatively similar across years, with female respondents slightly more likely to say yes. A high of 27 percent of female respondents indicated that they had planned to seek a promotion within their organization in 2016, with a high of 22 percent of male respondents in 2017.

**Figure 17: Percentage of Respondents Seeking Promotion by Gender**



Respondents were also asked whether they had considered becoming self-employed. Only a very small percentage across years (eight percent) indicated they had, with nine percent of male respondents and eight percent of female respondents indicating *yes*.<sup>35</sup>

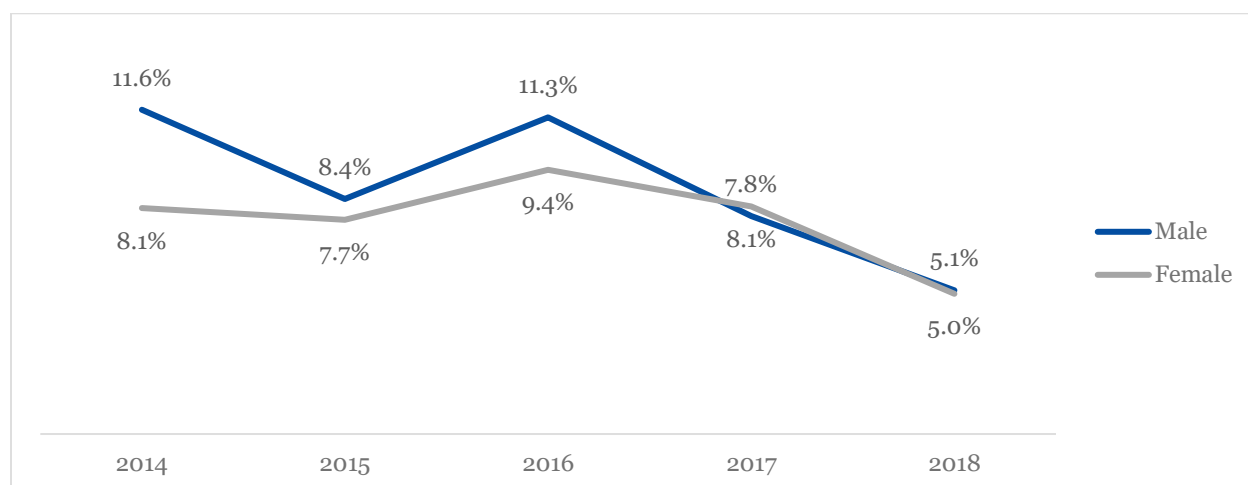
**Table 29: Considered Self-Employment by Gender (all years)**

Gender	Response	
	Yes	No
Male	185 (9.0%)	1,860 (91.0%)
Female	603 (7.6%)	7,347 (92.4%)

While the highest percentage of females indicating plans for self-employment never exceeded 10 percent (the highest was nine percent in 2016), over 10 percent of males in 2014 and 2016 indicated they had considered self-employment. The percentage of both males and females responding yes decreased to five percent (for each) by 2018. See Figure 18.

<sup>35</sup> Differences were not statistically significant at  $p < 0.1$ .

**Figure 18: Percentage of Respondents Considering Self-Employment, By Gender**



### Reasons for considering changing jobs

Combining data from 2014-2018, the most common reason selected for considering a job change was to get a higher salary, selected by just under half of the respondents (45 percent).<sup>36</sup> The second most common was to advance my career (39 percent), followed by frustration with the work environment (31 percent); to seek more challenging work (26 percent); and finding greater opportunities elsewhere (19 percent). These five categories were the top selected in each year (and in that order), with the exception of 2018, and only because the “greater opportunities for career advancement elsewhere” was not listed as a choice. In 2018, “lack of recognition for what I do” took the place of greater opportunities elsewhere, with 17 percent of respondents selecting this factor. The five least commonly selected factors across all years were to spend more time with family; personality conflicts with coworkers or manager; personal values not the same as the organization’s; to move closer to family; and gender bias in salary.

While the top five selections for male respondents were the same as those overall, about the same percentages of female respondents selected greater opportunities to work elsewhere (19 percent), as well as unrealistic work expectations (19 percent). In comparison, only 15 percent of male respondents selected unrealistic work expectations. Female respondents were more likely to select “frustrated with work environment” than male respondents—across all five years, 32 percent of female respondents selected this factor, compared to 27 percent of male respondents. Other categories with relatively large differences included to spend more time with family (selected by 13.5 percent of female respondents, compared to 9.5 percent of male respondents), and gender bias in salary (selected by four percent of female respondents, and only 0.2 percent—a total of 4 respondents across all five years—of male respondents). See Table 30.

<sup>36</sup> Additional categories were added in 2018: Plan to retire; To attain better benefits; and Other. Those categories are excluded from this analysis.



**Table 30: Reasons for Considering Leaving (all years)**

Factor	Percent Selecting		
	All	Male	Female
To earn a higher salary	44.7%	42.8%	45.2%
To advance in my career	38.9%	37.9%	39.2%
Frustrated with work environment	31.4%	27.4%	32.4%
Greater opportunities for advancement elsewhere*	19.1%	18.6%	19.3%
To engage in more interesting or challenging work	26.1%	26.2%	26.0%
Work expectations are unrealistic	18.6%	15.4%	19.4%
Lack a sense of recognition for what I do	16.5%	14.5%	17.0%
Work environment is not supportive	14.9%	13.4%	15.2%
To spend more time with family	12.7%	9.5%	13.5%
Personality conflicts with coworkers/manager	12.1%	9.5%	12.8%
Personal values not the same as the organization's	7.2%	6.9%	7.2%
To move closer to family	4.8%	6.1%	4.4%
Gender bias in salary	3.5%	0.2%	4.4%

\*Note this was not listed as a factor in 2018; response percentages include 2014-2017 only.

## Work challenges

Respondents were asked to identify the factors that are the most likely to prevent them from doing their jobs more professionally. Across all years, by far the most commonly selected factor was insufficient staff personnel, selected by 31 percent of respondents. The next most commonly selected factor was competition from other assigned duties (21 percent), followed by insufficient understanding or appreciation of fundraising by the organizational leadership (15 percent).<sup>37</sup>

These were also the three most common factors in 2014, 2015, and 2018, generally in that order. In 2016 and 2017, “none” was the third most commonly selected option (this was not a choice offered in 2018). Differences by gender were about the same for most categories, although men were more likely to select “none” than women (18.5 percent compared to 13 percent), while women were more likely to select competition from other assigned duties (22 percent versus 19 percent) and insufficient staff personnel (32 percent versus 29 percent).

**Table 31: Factors Preventing Job Execution (all years)<sup>38</sup>**

Factor	Percent Selecting		
	All	Male	Female
Insufficient staff personnel	31.2%	28.6%	31.9%
Competition from other assigned duties	21.4%	18.6%	22.2%
Insufficient understanding or appreciation of fundraising by organization leadership	15.1%	15.8%	14.9%
None	14.1%	18.5%	13.0%
Insufficient authority to exercise professional judgment	8.0%	7.2%	8.2%
Insufficient budget for fundraising	6.6%	7.7%	6.3%
Insufficient staff training	3.6%	3.6%	3.6%

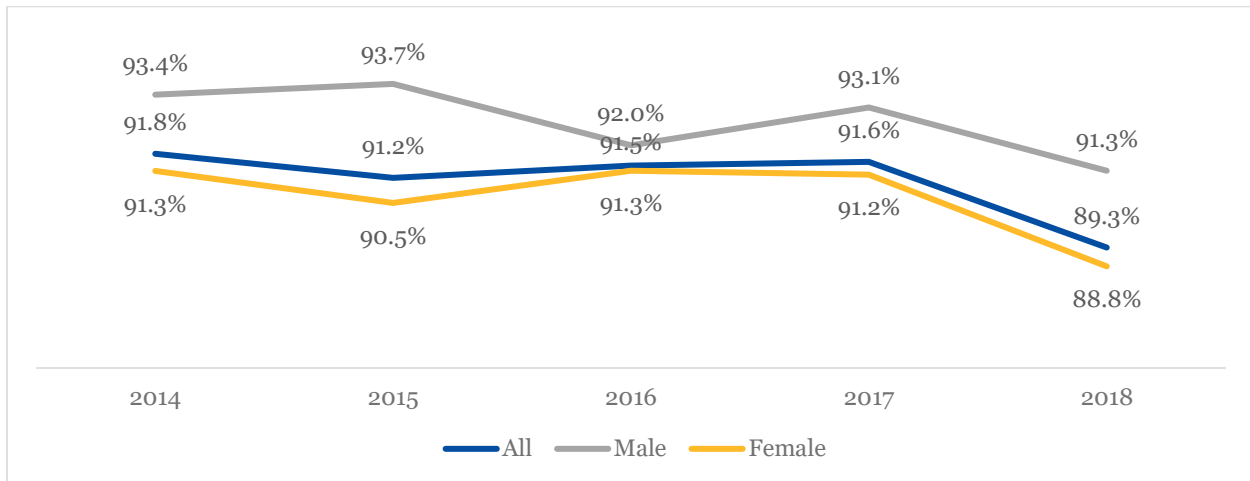
<sup>37</sup> Additional categories were added in 2016 and 2018. Categories not appearing in at least four of the five years are excluded, as are responses that selected “other.” Additional categories include: insufficient board/leadership engagement in fundraising; insufficient investment in fundraising capacity and technologies; and leadership and others don’t understand and value fund development, philanthropy, and accountability (added in 2016), and insufficient collaboration and cooperation among the fundraising staff (added in 2018). A total of 447 respondents did not answer this question.

<sup>38</sup> The question changed in 2018, allowing respondents to select up to three factors, rather than requiring them to select one. To allow for cross-year comparison, the analysis includes only the top-selected factor.

## Overall career satisfaction

Across all years, the vast majority of respondents (90 percent) reported they were somewhat or very satisfied with their fundraising career, with an overall mean score of 3.29 out of 4 (4 = very satisfied; 1 = very dissatisfied). In all years but 2018, at least 91 percent of respondents indicated satisfaction; in 2018, 89 percent of respondents did. Less than one percent of respondents indicated that they were very dissatisfied.

**Figure 19: Percent of Respondents Somewhat or Very Satisfied (all years)**



Although levels of satisfaction were high for all respondents, male respondents in each year tended to be slightly more likely to be somewhat or very satisfied with their fundraising careers, with an overall mean score of 3.35, compared to 3.28 for females<sup>39</sup>. While differences were relatively small across years, the biggest differences occurred in 2014, with 94 percent of males indicating satisfaction, compared to 91 percent of females, and 2018, with 91 percent of male respondents satisfied with their careers, compared to 89 percent of females.

**Table 32: Performance and Raise Connection (all years)**

Year	Position Type			
	Somewhat/Very Satisfied	Somewhat/Very Dissatisfied	Mean Score	Std. Dev.
Male	92.7%	7.3%	3.35	.631
Female	90.6%	9.4%	3.28	.650

<sup>39</sup> While the mean score differences were statistically significant ( $F(1,10216)=24.50, p<.01$ ) effect size was negligible ( $\eta^2 = .002$ ), suggesting that evidence does not support a claim that there are meaningful differences between genders. 298 responses were excluded due to non-response.

## Section 3. Conclusion

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Although fundraising (and non-profit employment in general) tends to be predominantly female, the differences in salary for fundraising professionals participating in this survey tends to align with literature on salary differences by gender (with wage advantages for males) even in professions dominated by women.<sup>40</sup>

**In other words, the fundraising field has work to do to close gaps in salary attributable to gender alone.**

While it may be unsurprising that fundraising salaries are higher at very large organizations, for high-level positions, and for fundraisers with advanced degrees, the fact that gender contributed to a 10 percent decrease in salary for women is not trivial. Gender contributed to the model more than organizational budget size of \$1-\$3 million (compared to organizational budget size of less than \$1 million), more than holding a Master's degree (compared to a Bachelor's degree), and more than having experienced one or more negative factors (compared to not). More women than men take time off for childcare, a smaller proportion hold high-level positions, and a smaller proportion hold fundraising positions in the largest organizations.

**Still, independent of these and other variables, the profession is faced with the reality that women in fundraising are paid less than men.**

The steps required to remedy this disparity are beyond the scope of this report; however, awareness of the data, acknowledgement of the responsibility within the profession and among hiring managers to close gender-based gaps, and an active commitment to equity may shift the culture in fundraising and result in differences in pay based only on differences in merit.

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<sup>40</sup> Budig, M. (2002). Male advantage and the gender composition of jobs: Who rides the glass escalator? *Social Problems*, 49(2), pp. 258-277; Williams, C.L. (1992). The glass escalator: Hidden advantages for men in the "female" professions. *Social Problems*, 39(3), pp.253-267.

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## Appendix A: Methodology

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This report utilizes both descriptive and inferential statistics to identify relationships in the survey data, using data collected by AFP from 2014-2018. The full dataset was 11,889. As detailed in the body of the report, because the main focus of the analysis was related to annual income, and annual income varies greatly for those not employed full time (defined for this report as 75 percent FTE or higher), respondents who indicated less than full time employment were excluded from the study, accounting for 757 records). Additionally, 499 records were excluded where employment FTE was left blank (not reported), resulting in 10,633 records, and five records were eliminated where salary was determined to be an extreme outlier (salary reported was greater than \$1,000,000), resulting in 10,628.

After further analysis, for the first section of the report which focused on annual income, further exclusions were those missing salary data or with annual incomes less than \$10,000. In analyses focused on gender (the linear regression, as well as analyses of group differences based on gender), only respondents that selected male or female were included (because additional gender categories were not added until 2018), resulting in 308 responses excluded. In addition, for each analysis throughout the report, blank responses were excluded (e.g., for education level, respondents that did not report their education level were excluded).

### Statistical Analysis

Descriptive analysis, linear regression (with annual income, the outcome variable, transformed to the natural log), chi-square, and ANOVA were used to analyze variables that predict annual income (regression); differences in group membership (chi-square); and differences in mean scores on Likert scales (ANOVA). IBM SPSS Statistics was used for all statistical analyses. More detail is provided about the linear regression below. Contingency tables for chi-square analyses are provided in the report, as are chi-square statistics, F values, and effect sizes for the ANOVA and chi-square analyses. Complete results of the linear regression (slope, standard error, and standardized beta weights) are provided in the next section.

### Linear Regression

Linear regression was performed to analyze the extent to which selected variables contribute to predicting annual income, including years of experience as a fundraising professional, organizational budget, current position, gender, region, year in which the survey was completed, race/ethnicity, education level, and whether the respondent had experienced any factors that might negatively contribute to income, when all other predictor variables are controlled. Effect sizes (standardized beta weights and the natural log transformed) were also computed, which helped substantiate any statistically significant results.

The report authors engaged in model through sensitivity tests to determine which predictor variables should be included in the model, best model fit, sample size restrictions, etc. These were done to ensure that substantial multicollinearity, lack of homoscedasticity, or other issues common in regression analyses did not occur. Preliminary analyses also investigated whether possible interactions should be included. As might be expected, most of these did not substantially improve model fit due to the typical low power of interaction effects. Exploratory

tests also were used to check if the addition/deletion of variables might improve model fit, if some of the variables had high standard errors.

The general model for the linear regression was:

$$(P) = \beta_0 + \beta_1 (\text{Covariate}_i) \dots + \beta_x(\text{CovariateX}_i)$$

where:

- (P) is the predicted log of annual income given the values of the constant and covariates in the model.
- $\beta_0$  is the constant (i.e., intercept) in the model
- $\beta_1(\text{Covariate})\dots \beta_x(\text{CovariateX}_i)$  are the covariates (predictors) in the model

### Summary of Linear Regression Analysis

Predictor Variable	B	SE B	$\beta$
Gender (female, compared to male)	-0.11	0.01	0.89*
Race (nonwhite, compared to white)	0.00	0.01	1.00
Negative impact (any, compared to none)	-0.06	0.01	0.94*
Years of experience	0.02	0.00	1.02*
Year of the survey	-0.01	0.00	0.99*
Org budget (\$50 mill. or more, compared to <\$1 million)	0.43	0.01	1.54*
Org budget (\$10-49.9 mill., compared to <1 million)	0.27	0.01	1.31*
Org. budget (\$3-9.9 mill., compared to <1 million)	0.17	0.01	1.18*
Org budget \$1-2.9 mill. (compared to <1 million)	0.07	0.01	1.07*
Region – Northeast (compared to North Central)	0.04	0.01	1.04*
Region – Northwest (compared to North Central)	0.12	0.01	1.12*
Region – South Central (compared to North Central)	0.01	0.01	1.01
Region – Southeast (compared to North Central)	0.02	0.01	1.02
Region – Southwest (compared to North Central)	0.07	0.02	1.07*
Current position (CEO, CDO, VP, Director of Fundraising compared to Prog. Dir./Dep. Dir./Fundraising Officer)	0.22	0.01	1.25*
Current position (Other Fundraising Position, compared to Prog. Dir./Dep. Dir./Fundraising Officer)	-0.23	0.01	0.80*
Educ. level (doctoral or prof. degree, compared to Bach.)	0.14	0.02	0.94*
Educ. level (Master's, compared to Bach.)	0.06	0.01	1.06*
Educ. level (< Bach., compared to Bach.)	-0.06	0.02	1.15*

R=.705; R<sup>2</sup> (adj) =.496. B=slope, SE B=standard error, and  $\beta$ =standardized beta.

\*p<.01

## Limitations

### Selection Bias

Selection bias is common in any form of design that does not involve random sampling or random assignment. While the survey results encompass five years of data and are generally representative of the membership of the Association of Fundraising Professionals (AFP), the survey data nevertheless represent only those who are members of AFP, as well as those who elected to respond to the survey each year. The survey was not a result of statistical sampling or

random selection of participants; as such, it is possible that those who elected to respond to the survey are not necessarily representative of the fundraising profession as a whole, as selection bias may distort inferences to the larger population.<sup>41</sup>

### **Claims of Causality**

No variables were manipulated in this study (i.e., there were no “treatment” and “control” groups); as such, no claims of causation can be made. Statistical analyses included in this report, including multivariate regression, chi square, and ANOVA, should not be interpreted to represent causality, merely correlations or descriptions of differences in means or group membership. In other words, one variable should not be interpreted as “causing” another variable (e.g., being female does not necessarily cause one to have a lower salary; instead, it should be interpreted as a variable that is related to predicting annual income).

### **Omitted Variable Bias**

While the AFP survey asks a number of comprehensive questions about being a fundraising professional, and available variables that may be related to annual income were included in the regression analysis, not all variables that might additionally account for variance in the model could be included due to availability of the data. In fact, it is likely impossible to create a viable survey that could include all variables that may be related to annual income. Further, some variables were omitted due to relationships with other existing variables. For example, age was excluded from the regression model, although it was available in the data, because of its high correlations to other variables in the model. The exclusion of this (or other) variables may potentially allow characteristics correlated with the variable(s) to appear statistically significant when they are not. However, the authors of this report took care in planning, clarifying and communicating the model selected (see below for more details on model selection).

### **Selection of Statistical Models**

Each model comes with its own limitations, and it must be explicitly understood that any statistical model selected is an approximation of reality. Results and conclusions drawn should be interpreted with caution. Precise limitations may vary by study, design, and method, but general advice for interpreting statistical results is that the results should be seen only as evidence toward the existence of a particular phenomenon and should not be concluded to be factual. Rather, findings should be seen as probabilistic under the modeling assumptions. Moreover, the quality of evidence supporting statistical hypotheses mirrors that of the design, data collection, data caliber, and data analysis. Finally, omitted variables (those omitted due to lack of availability or other reasons) may inadvertently contribute to limited statistical results (see above related to omitted variable bias). As previously noted, the team took care in selecting the regression model chosen to maximize the internal validity of the analysis. Further, sensitivity tests in the model development process were used to find the best probably model, given the data available.

### **Outliers and Eliminated Data Points**

The full data set of the AFP survey was not used. For example, only those reporting genders of male or female were included in the study. Further, annual income data points that were determined to be extreme outliers (e.g., income of less than \$10,000 for full-time employed

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<sup>41</sup> Gertler, P.J., Martinez, S. Premand, P., Rawlings, L.B. & Vermeersch,, C.M.J. (2011). *Impact Evaluation in Practice*. Washington DC: The International Bank for Reconstruction and Development/The World Bank.

respondents, or income of greater than \$1,000,000) were excluded from the regression analysis. The numbers and instances of excluded cases are indicated throughout the report.

**Self-reported Data**

Data in the AFP survey is self-reported by fundraising professionals and does not represent administrative data. Therefore, the analysis included in this report is reliant on the extent to which respondents self-reported information accurately.



## Appendix B: Relevant Survey Questions<sup>42</sup>

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### **Full-Time Equivalency (FTE)**

What is the Full-Time Equivalency (FTE) of your current position?

- 1-24%
- 25-49%
- 50-74%
- 75-99%
- 100%

### **Annual Income**

What was your annual professional income during the last fiscal year?

*(excluding fringes and perquisites or any bonus)*

### **Gender**

What is your gender? *(NOTE: In 2018, additional choices were added: transgender man; transgender woman; gender non-conforming; intersex or other related term; prefer not to say; prefer to self-describe).*

- Male
- Female

### **Education Level**

What is your highest level of educational attainment? *(NOTE: In 2018, some college work; post-graduate work; MBA; and MNA were eliminated, and other Master's degree was changed to Master's degree. Professional degree was changed to other advanced degree (JD, MD, DO, etc.), and a general "other" category was added).*

- High school diploma or equivalent
- Some college work (no degree)
- Associate degree
- Baccalaureate degree
- Post-graduate work (no degree)
- MBA
- MNA (Master of Nonprofit Administration)
- Other Master's degree
- Professional degree (law, medicine, etc.)
- Doctoral degree

### **Years of Experience**

For how many years have you been employed as a fundraising professional? (open-ended question)

### **Position Level**

What is your current position? Please select the ONE choice that best describes the full scope or range of your responsibilities, even if it is not your exact title. *(NOTE: In 2018, Vice Chancellor was added to the second option; Associate Vice Chancellor and Associate Vice President was added to the third option; Fundraising Officer was added as an answer choice; and Consultant – Other was split into Consultant – staff member at full-service firm but not principal or senior; and Consultant – specialized, independent, or small-shop consultancy).*

**Agency CEO with Fundraising and Other Responsibilities**

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<sup>42</sup> Changes made to the survey questions across years are indicated when they were determined to be substantive; however, minor word changes are not noted.

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

**Deputy Director/Associate Director** or equivalent (number two person with responsibility for managing fundraising)

**Program Director/Manager** (with responsibility for managing a particular program(s) e.g., annual giving, planned giving)

**Other Fundraising Staff Position** (e.g., coordinator, assistant, researcher, writer)

**Consultant - Principal, Senior Staff member, Campaign Director in Full Service Firm** (surveys, planning, organization, campaign direction, etc.)

**Consultant** - Other Position in Full Service Firm

Other

None (unemployed)

### **Race/Ethnicity**

What is the *main* ethnic background you identify with? (*NOTE: In 2018, a large number of additional categories were added to race/ethnicity, including Chinese, Hawaiian, Indian, Sri Lankan, Pakistani, or Bangladeshi; Filipino; Japanese; Korean; Middle Eastern, North African, or Arab; Pacific Islander Samoan; Southeast Asian; and West Asian*).

African American

Caucasian, not of Hispanic Origin

Asian or Pacific Islander

Alaskan Native

Hispanic/Latino

Native American

Multi-Ethnic

Other

### **Organizational Budget**

What was your organization's annual operating budget during the last fiscal year? (*NOTE: In 2018, more than \$75 million was eliminated, and choices of \$75 million - \$100 million; more than \$100 million; and don't know were added*).

Less than \$250,000

\$250,000-\$499,999

\$500,000-\$999,999

\$1,000,000-\$2,999,999

\$3,000,000-\$4,999,999

\$5,000,000-\$9,999,999

\$10,000,000-\$49,999,999

\$50,000,000-\$74,999,999

More than \$75 million

### **Region**

In what region is the office where you work located?

**Northeast U.S.:** Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

**Southeast U.S.:** Alabama, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia

**North Central U.S.:** Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

**South Central U.S.:** Arkansas, Louisiana, Missouri, Oklahoma, Texas

**Northwest U.S.:** Alaska, California, Hawaii, Idaho, Montana, Oregon, Utah, Washington, Wyoming

**Southwest U.S.:** Arizona, Colorado, Nevada, New Mexico

**Other U.S.**

**Non-U.S.**

**Presence of One or More Negative Factors**

Have any of the following had a negative impact on your earnings potential?

I took time off from my career to stay home and raise children.

I took time off from my career to take care of family members.

I took time off from my career to further my education.

I have resigned from previous positions because I moved to other cities to follow my spouse's/partner's career.

I have resigned from a previous position before being offered a new position.

Other (please specify)

**Organizational Size (Number of Fundraising Professionals)**

How many FTE fundraising professionals work in your organization? (open-ended)

**Number of Supervisees**

For fundraising work in your current job, how many other people do you manage or supervise?

0

1-2

3 or more

**Satisfaction with Salary and Benefits Package**

Overall, how do you feel about your salary and benefits package? (*NOTE: Prior to 2018, this question was asked as a standalone question. In 2018, it was listed as part of a matrix of choices under the question "Please indicate the extent to which you are satisfied with your job and career." No opinion was not listed as a choice.*)

Very Satisfied

Somewhat Satisfied

Somewhat Dissatisfied

Very Dissatisfied

No Opinion

**Perception of Salary Negotiation**

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

Yes

No

**Pay Raise Opportunities (Based on Performance Goals)**

My organization explicitly states that achieving determined performance goals will be a factor in determining a pay raise.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**Consideration of Changing Jobs**

In the past 12 months, select any of the following that you have done: (*NOTE: In 2018, "made efforts to leave consulting and seek employment at an organization" and "none of these" were added as choices.*)

Looked for a promotion within your current organization.  
 Looked for a job with another employer.  
 Made plans to become self-employed.

**Reasons for Considering Changing Jobs**

If you have thought about leaving your organization in the past year, please indicate all of the reasons why. (NOTE: Three choices were added in 2018 – because I plan to retire; to obtain health, retirement, or leave benefits more suited to my (or my family’s) needs; and other. In addition, because there are greater opportunities for career advancement elsewhere was eliminated in 2018).

- To earn a higher salary
- To advance in my career, to seek a position with more responsibility and/or authority
- To engage in more interesting or challenging work
- Because I lack a sense of recognition for what I do
- Because work expectations are unrealistic
- Because my work environment is not supportive of me as an individual
- Because there are greater opportunities for career advancement elsewhere
- Because I am frustrated by the work environment
- To get more time to spend on personal/family activities
- Because of personality conflicts with my coworker(s) or manager
- Because my values and the organization's values are not the same
- To move closer to family members
- Because of gender bias in terms of salary

**Work Challenges**

What is the most important factor in your organization that prevents you from doing your job more professionally? (Choose only ONE.) (NOTE: Prior to 2018, respondents were instructed to select only one factor. However, in 2018 they were given the option of choosing up to three. Choices added in 2016 were insufficient board/leadership engagement in fundraising; insufficient investment in fundraising capacity; and leadership and others don’t understand and value fund development...; and insufficient collaboration and cooperation among the fundraising staff was added in 2018).

- None
- Insufficient staff personnel
- Insufficient staff training
- Insufficient budget for fundraising
- Insufficient understanding or appreciation of fundraising by organization leadership.
- Competition from other assigned duties
- Insufficient authority to exercise professional judgment
- Insufficient board/leadership engagement in fundraising
- Insufficient investment in fundraising capacity & technologies
- Leadership and others don't understand and value fund development, philanthropy and accountability
- Other

**Overall Career Satisfaction**

Please indicate your degree of satisfaction with the following aspects of your work (NOTE: This question response was used for analysis of overall career satisfaction in this report but is listed in the survey as one of a series of components related to work. Only this component was used for this report)

	Very satisfied	Somewhat satisfied	Somewhat Dissatisfied	Very dissatisfied
My fundraising career overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix C: Descriptive Data Tables

### Section 1 Descriptive Data

The following tables provide data on mean and median salaries, number of respondents, and standard deviation, by gender, for predictor variables analyzed in the linear regression and discussed in Section 1 of the report. The tables include only those respondents who were at least 75 percent FTE and reported salary and excludes those with outlier salaries. Note that, while analyses in the report focused on gender excluded those not reporting gender or reporting a gender other than male or female, the tables in Appendix C include those respondents.

#### Salary by Gender and Year of Response

Year		Mean	N	Std. Deviation	Median
<b>2014</b>	Not reported	\$78,079	19	39,017	\$69,000
	Female	\$72,073	2,024	34,738	\$65,000
	Male	\$94,092	597	56,459	\$82,000
	Total	\$77,095	2,640	41,714	\$67,150
<b>2015</b>	Not reported	\$60,813	8	26,536	\$50,000
	Female	\$72,152	1,246	39,435	\$65,000
	Male	\$96,236	333	54,204	\$80,000
	Total	\$77,149	1,587	44,004	\$67,000
<b>2016</b>	Not reported	\$75,344	16	38,214	\$71,250
	Female	\$70,459	1,732	36,251	\$62,000
	Male	\$91,749	419	58,057	\$80,000
	Total	\$74,611	2,167	42,207	\$65,000
<b>2017</b>	Not reported	\$109,750	8	47,274	\$121,000
	Female	\$77,125	1,278	50,124	\$65,000
	Male	\$95,238	291	54,164	\$84,000
	Total	\$80,633	1,577	51,373	\$69,000
<b>2018</b>	Not reported	\$73,399	216	42,876	\$62,000
	Female	\$76,062	1,882	41,640	\$67,000
	Gender non-conforming	\$48,938	4	19,383	\$39,500
	Intersex or other related term	\$56,000	1		\$56,000
	Male	\$94,211	464	59,278	\$79,650
	Prefer to self-describe	\$57,500	2	7,071	\$57,500
	Transgender Man	\$64,250	2	32,173	\$64,250
	Transgender Woman	\$55,000	1		\$55,000
	Total	\$79,031	2,572	45,924	\$68,250
<b>All Years</b>	Not reported	\$74,560	267	42,350	\$63,000
	Female	\$73,453	8,162	40,177	\$65,000
	Gender non-conforming	\$48,938	4	19,383	\$39,500
	Intersex or other related term	\$56,000	1		\$56,000
	Male	\$94,150	2,104	56,722	\$80,408
	Prefer to self-describe	\$57,500	2	7,071	\$57,500
	Transgender Man	\$64,250	2	32,173	\$64,250
	Transgender Woman	\$55,000	1		\$55,000
	Total	\$77,594	10,543	44,784	\$67,000

## Salary by Education Level and Gender

Year	Gender	Education Level	Mean	N	Std. Deviation	Median
2014	Not Reported	Bachelor's	\$64,167	6	33,902	\$51,500
		Master's	\$82,000	2	31,113	\$82,000
		Doctoral/Professional Degree	\$136,500	2	89,803	\$136,500
		Total	\$82,200	10	50,142	\$64,500
	Female	Less than Associate	\$64,974	142	27,651	\$58,850
		Bachelor's	\$68,110	793	32,253	\$60,000
		Master's	\$75,253	1,002	36,583	\$66,000
		Doctoral/Professional Degree	\$83,277	75	38,831	\$74,300
		Total	\$72,011	2,012	34,704	\$65,000
	Male	Less than Associate	\$72,000	23	44,443	\$60,000
		Bachelor's	\$85,107	173	49,906	\$75,324
		Master's	\$100,102	353	61,608	\$87,000
		Doctoral/Professional Degree	\$92,537	44	35,005	\$88,000
		Total	\$94,076	593	56,631	\$82,000
	Total	Less than Associate	\$65,953	165	30,468	\$59,000
		Bachelor's	\$71,111	972	36,581	\$62,158
		Master's	\$81,727	1,357	45,747	\$71,000
Doctoral/Professional Degree		\$87,524	121	38,686	\$80,000	
Total		\$77,054	2,615	41,797	\$67,000	
2015	Not Reported	Bachelor's	\$63,500	2	30,406	\$63,500
		Master's	\$60,900	5	31,449	\$45,000
		Total	\$61,643	7	28,549	\$45,000
	Female	Less than Associate	\$67,051	76	49,843	\$55,000
		Bachelor's	\$68,474	491	42,119	\$60,000
		Master's	\$75,752	633	35,673	\$69,000
		Doctoral/Professional Degree	\$71,424	41	37,781	\$60,000
		Total	\$72,196	1,241	39,491	\$65,000
	Male	Less than Associate	\$89,406	17	47,765	\$75,000
		Bachelor's	\$85,134	104	53,131	\$66,250
		Master's	\$99,150	188	52,244	\$88,500
		Doctoral/Professional Degree	\$127,178	20	71,697	\$110,000
		Total	\$95,920	329	54,371	\$80,000
	Total	Less than Associate	\$71,138	93	49,975	\$60,000
		Bachelor's	\$71,360	597	44,588	\$62,000
		Master's	\$80,987	826	41,194	\$72,000
		Doctoral/Professional Degree	\$89,704	61	57,235	\$74,000
Total		\$77,099	1,577	44,038	\$67,000	
2016	Not Reported	Less than Associate	\$80,000	1		\$80,000
		Bachelor's	\$65,750	2	18,173	\$65,750
		Master's	\$98,333	6	52,504	\$87,500
		Doctoral/Professional Degree	\$54,833	3	15,003	\$54,500
		Total	\$80,500	12	41,433	\$74,300
	Female	Less than Associate	\$65,926	110	26,611	\$60,500
		Bachelor's	\$65,963	712	33,470	\$58,000
		Master's	\$74,005	841	38,543	\$65,000
		Doctoral/Professional Degree	\$79,349	57	41,149	\$67,000
		Total	\$70,337	1,720	36,163	\$62,000

Year	Gender	Education Level	Mean	N	Std. Deviation	Median
	Male	Less than Associate	\$65,213	16	21,968	\$55,000
		Bachelor's	\$81,923	131	66,919	\$69,879
		Master's	\$95,319	242	50,858	\$82,500
		Doctoral/Professional Degree	\$114,113	27	53,650	\$100,000
		Total	\$91,163	416	56,567	\$80,000
	Total	Less than Associate	\$65,947	127	25,917	\$60,000
		Bachelor's	\$68,437	845	40,832	\$59,000
		Master's	\$78,876	1,089	42,581	\$68,300
		Doctoral/Professional Degree	\$89,293	87	47,732	\$72,100
		Total	\$74,427	2,148	41,740	\$65,000
2017	Not Reported	Less than Associate	\$60,000	1		\$60,000
		Bachelor's	\$123,500	4	59,242	\$137,000
		Master's	\$108,000	3	30,610	\$105,000
		Total	\$109,750	8	47,274	\$121,000
	Female	Less than Associate	\$66,846	73	30,004	\$63,000
		Bachelor's	\$75,054	488	52,816	\$65,000
		Master's	\$78,182	659	39,777	\$68,856
		Doctoral/Professional Degree	\$99,527	46	124,960	\$74,000
		Total	\$77,098	1,266	50,301	\$65,000
	Male	Less than Associate	\$80,694	9	30,195	\$75,000
Bachelor's		\$85,975	88	54,104	\$74,000	
Master's		\$99,017	173	53,719	\$86,000	
Doctoral/Professional Degree		\$111,175	19	63,777	\$95,000	
Total		\$95,275	289	54,271	\$84,000	
Total	Less than Associate	\$68,265	83	29,983	\$63,000	
	Bachelor's	\$77,045	580	53,242	\$65,000	
	Master's	\$82,606	835	43,810	\$72,500	
	Doctoral/Professional Degree	\$102,932	65	110,235	\$83,000	
	Total	\$80,626	1,563	51,540	\$68,500	
2018	Not Reported	Less than Associate	\$110,000	1		\$110,000
		Bachelor's	\$65,913	8	32,697	\$66,500
		Master's	\$139,750	4	68,383	\$144,500
		Doctoral/Professional Degree	\$90,000	1		\$90,000
		Total	\$91,879	14	52,919	\$74,150
	Female	Other	\$74,096	59	27,127	\$70,000
		Less than Associate	\$65,418	72	25,954	\$60,000
		Bachelor's	\$72,963	976	37,224	\$63,504
		Master's	\$78,474	699	34,693	\$70,000
		Doctoral/Professional Degree	\$94,561	66	41,463	\$84,769
		Total	\$75,528	1,872	36,092	\$67,000
	Gender non-conforming	Other	\$38,750	1		\$38,750
		Master's	\$39,500	2	707	\$39,500
		Doctoral/Professional Degree	\$78,000	1		\$78,000
		Total	\$48,938	4	19,383	\$39,500
	Intersex or other related term	Doctoral/Professional Degree	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000



Year	Gender	Education Level	Mean	N	Std. Deviation	Median
	Male	Other	\$64,068	8	23,819	\$62,500
		Less than Associate	\$67,202	23	36,701	\$56,000
		Bachelor's	\$85,963	193	58,054	\$71,500
		Master's	\$99,234	196	49,632	\$86,787
		Doctoral/Professional Degree	\$131,594	39	98,114	\$100,000
		Total	\$94,185	459	59,537	\$78,000
	Prefer to self-describe	Master's	\$57,500	2	7,071	\$57,500
		Total	\$57,500	2	7,071	\$57,500
	Transgender Man	Other	\$41,500	1		\$41,500
		Master's	\$87,000	1		\$87,000
		Total	\$64,250	2	32,173	\$64,250
	Transgender Woman	Bachelor's	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000
	Total	Other	\$71,949	69	26,967	\$65,000
		Less than Associate	\$66,310	96	28,918	\$60,000
		Bachelor's	\$75,029	1,178	41,569	\$65,000
		Master's	\$83,123	904	39,634	\$72,750
		Doctoral/Professional Degree	\$107,381	108	69,381	\$90,000
		Total	\$79,174	2,355	42,421	\$70,000
	<b>All Years</b>	Not Reported	Less than Associate	\$83,333	3	25,166
Bachelor's			\$75,673	22	41,527	\$66,500
Master's			\$97,075	20	50,918	\$87,500
Doctoral/Professional Degree			\$87,917	6	57,486	\$71,500
Total			\$85,957	51	46,499	\$71,500
Female		Other	\$74,096	59	27,127	\$70,000
		Less than Associate	\$65,886	473	32,031	\$60,000
		Bachelor's	\$70,068	3,460	38,906	
		Master's	\$76,152	3,834	37,130	\$67,500
		Doctoral/Professional Degree	\$86,022	285	62,319	\$72,000
		Total	\$73,290	8,111	38,927	\$65,000
Gender non-conforming		Other	\$38,750	1		\$38,750
		Master's	\$39,500	2	707	\$39,500
		Doctoral/Professional Degree	\$78,000	1		\$78,000
		Total	\$48,938	4	19,383	\$39,500
Intersex or other related term		Doctoral/Professional Degree	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000
Male		Other	\$64,068	8	23,819	\$62,500
		Less than Associate	\$73,763	88	38,796	\$63,000
		Bachelor's	\$84,856	689	56,606	\$71,000
		Master's	\$98,631	1,152	54,749	\$86,000
		Doctoral/Professional Degree	\$113,696	149	68,781	\$95,000
		Total	\$93,976	2,086	56,573	\$80,000
Prefer to self-describe		Master's	\$57,500	2	7,071	\$57,500
		Total	\$57,500	2	7,071	\$57,500
Transgender Man		Other	\$41,500	1		\$41,500
		Master's	\$87,000	1		\$87,000
		Total	\$64,250	2	32,173	\$64,250
Transgender Woman		Bachelor's	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000



Year	Gender	Education Level	Mean	N	Std. Deviation	Median
	Total	Other	\$71,949	69	26,967	\$65,000
		Less than Associate	\$67,208	564	33,235	\$60,000
		Bachelor's	\$72,536	4,172	42,694	\$62,500
		Master's	\$81,384	5,011	42,947	\$71,000
		Doctoral/Professional Degree	\$95,291	442	65,583	\$79,650
		Total	\$77,542	10,258	43,927	\$67,000

### Salary by Years of Experience and Gender

Year	Gender	Years of Experience	Mean	N	Std. Deviation	Median
2014	Not Reported	0-5 years	\$69,688	8	53,347	\$52,750
		5.1-10 years	\$72,200	5	15,255	\$70,000
		10.1-15 years	\$76,500	2	4,950	\$76,500
		15.1-20 years	\$89,000	2	46,669	\$89,000
		More than 20 years	\$117,000	2	18,385	\$117,000
		Total	\$78,079	19	39,017	\$69,000
		Female	Not reported	\$47,500	2	3,536
	0-5 years		\$52,572	628	20,233	\$47,150
	10.1-15 years		\$77,363	348	26,374	\$71,650
	5.1-10 years		\$65,808	511	24,201	\$62,000
	15.1-20 years		\$84,774	236	32,675	\$79,500
	More than 20 years		\$107,717	299	48,669	\$95,000
	Total		\$72,073	2,024	34,738	\$65,000
	Male	Not reported	\$35,500	1		\$35,500
		0-5 years	\$64,389	171	34,016	\$54,000
		5.1-10 years	\$82,660	124	30,958	\$80,000
		10.1-15 years	\$93,744	89	31,737	\$90,000
		15.1-20 years	\$105,763	67	52,248	\$90,000
		More than 20 years	\$134,122	145	79,252	\$119,000
		Total	\$94,092	597	56,459	\$82,000
	Total	Not reported	\$43,500	3	7,365	\$45,000
		0-5 years	\$55,246	807	24,751	\$50,000
		5.1-10 years	\$69,123	640	26,416	\$63,730
		10.1-15 years	\$80,680	439	28,231	\$75,000
		15.1-20 years	\$89,412	305	38,740	\$80,000
		More than 20 years	\$116,344	446	61,420	\$100,000
		Total	\$77,095	2,640	41,714	\$67,150
2015	Not reported	0-5 years	\$45,833	3	8,036	\$42,500
		5.1-10 years	\$65,000	2	28,284	\$65,000
		10.1-15 years	\$88,500	2	37,477	\$88,500
		More than 20 years	\$42,000	1		\$42,000
		Total	\$60,813	8	26,536	\$50,000
	Female	Not reported	\$74,000	2	14,142	\$74,000
		0-5 years	\$52,282	435	25,450	\$48,000
		5.1-10 years	\$69,250	305	42,626	\$65,000

Year	Gender	Years of Experience	Mean	N	Std. Deviation	Median
		10.1-15 years	\$78,503	212	27,680	\$72,750
		15.1-20 years	\$91,598	150	36,564	\$84,250
		More than 20 years	\$109,210	142	46,658	\$100,000
		Total	\$72,152	1,246	39,435	\$65,000
	Male	0-5 years	\$59,953	85	28,964	\$52,000
		10.1-15 years	\$98,834	63	41,258	\$89,000
		15.1-20 years	\$108,475	37	37,876	\$105,000
		5.1-10 years	\$81,925	72	33,891	\$73,000
		More than 20 years	\$142,263	76	70,486	\$127,000
		Total	\$96,236	333	54,204	\$80,000
		Total	Not reported	\$74,000	2	14,142
	0-5 years		\$53,491	523	26,117	\$48,500
	5.1-10 years		\$71,636	379	41,281	\$65,000
	10.1-15 years		\$83,199	277	32,345	\$78,000
15.1-20 years	\$94,937		187	37,337	\$88,000	
More than 20 years	\$120,373		219	58,255	\$108,000	
Total	\$77,149		1,587	44,004	\$67,000	
2016	Not Reported	0-5 years	\$70,067	6	42,364	\$62,700
		5.1-10 years	\$54,833	3	15,003	\$54,500
		10.1-15 years	\$52,000	1		\$52,000
		15.1-20 years	\$100,900	4	50,924	\$84,300
		More than 20 years	\$82,500	2	3,536	\$82,500
		Total	\$75,344	16	38,214	\$71,250
	Female	Not reported	\$52,675	4	15,151	\$53,500
		0-5 years	\$52,013	656	27,174	\$47,100
		5.1-10 years	\$69,008	407	27,371	\$62,000
		10.1-15 years	\$78,731	272	27,587	\$74,750
		15.1-20 years	\$89,578	211	32,563	\$82,000
		More than 20 years	\$106,052	182	52,858	\$95,500
		Total	\$70,459	1,732	36,251	\$62,000
	Male	Not reported	\$110,000	1		\$110,000
		0-5 years	\$66,790	139	63,813	\$55,000
		5.1-10 years	\$78,926	92	31,557	\$71,750
		10.1-15 years	\$100,140	56	40,608	\$95,000
		15.1-20 years	\$113,651	57	55,862	\$100,600
		More than 20 years	\$131,104	74	57,691	\$118,000
		Total	\$91,749	419	58,057	\$80,000
	Total	Not reported	\$64,140	5	28,799	\$56,000
		0-5 years	\$54,713	801	36,760	\$48,000
		5.1-10 years	\$70,741	502	28,375	\$65,000
		10.1-15 years	\$82,294	329	31,193	\$78,000
		15.1-20 years	\$94,789	272	39,897	\$87,000
		More than 20 years	\$113,055	258	55,217	\$100,000
Total		\$74,611	2,167	42,207	\$65,000	
2017	Not reported	0-5 years	\$60,000	1		\$60,000
		5.1-10 years	\$72,500	2	45,962	\$72,500

Year	Gender	Years of Experience	Mean	N	Std. Deviation	Median
		10.1-15 years	\$79,000	1		\$79,000
		More than 20 years	\$148,500	4	21,048	\$138,500
		Total	\$109,750	8	47,274	\$121,000
	Female	Not reported	\$46,000	1		\$46,000
		0-5 years	\$54,660	435	20,476	\$50,000
		5.1-10 years	\$71,793	292	54,587	\$64,500
		10.1-15 years	\$87,165	196	56,438	\$77,125
		15.1-20 years	\$100,114	173	55,884	\$88,500
		More than 20 years	\$107,042	181	52,657	\$95,000
		Total	\$77,125	1,278	50,124	\$65,000
		Male	0-5 years	\$61,556	82	26,177
	5.1-10 years		\$80,052	67	28,200	\$79,000
	10.1-15 years		\$102,774	42	40,410	\$96,500
	15.1-20 years		\$111,918	43	45,036	\$110,000
	More than 20 years		\$143,409	57	77,408	\$114,000
	Total		\$95,238	291	54,164	\$84,000
	Total	Not reported	\$46,000	1		\$46,000
		0-5 years	\$55,762	518	21,580	\$50,000
		5.1-10 years	\$73,330	361	50,701	\$65,000
		10.1-15 years	\$89,874	239	54,101	\$82,000
15.1-20 years		\$102,464	216	54,009	\$92,000	
More than 20 years		\$116,293	242	61,026	\$101,825	
Total		\$80,633	1,577	51,373	\$69,000	
2018		Not Reported	Not reported	\$73,833	136	41,725
	0-5 years		\$49,322	39	19,540	\$49,000
	5.1-10 years		\$78,944	17	55,805	\$62,000
	10.1-15 years		\$112,667	6	50,445	\$105,000
	15.1-20 years		\$94,842	10	44,083	\$77,750
	More than 20 years		\$115,347	8	45,638	\$121,638
	Total		\$73,399	216	42,876	\$62,000
	Female		Not reported	\$65,273	11	25,652
		0-5 years	\$55,254	588	27,675	\$50,000
		5.1-10 years	\$68,867	428	22,554	\$65,000
		10.1-15 years	\$80,637	298	28,128	\$75,000
		15.1-20 years	\$97,511	235	66,992	\$87,000
		More than 20 years	\$104,104	322	45,250	\$93,000
		Total	\$76,062	1,882	41,640	\$67,000
	Gender non-conforming	0-5 years	\$48,938	4	19,383	\$39,500
		Total	\$48,938	4	19,383	\$39,500
	Intersex or other related term	0-5 years	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000
	Male	Not reported	\$61,750	4	39,187	\$46,000
		0-5 years	\$60,617	134	24,264	\$54,000
		5.1-10 years	\$78,514	95	29,201	\$73,300
		10.1-15 years	\$98,481	61	39,459	\$91,000
		15.1-20 years	\$106,365	63	48,547	\$92,000
		More than 20 years	\$141,842	107	86,455	\$119,000
		Total	\$94,211	464	59,278	\$79,650
	Prefer to self-describe	0-5 years	\$57,500	2	7,071	\$57,500
		Total	\$57,500	2	7,071	\$57,500
	Transgender Man	0-5 years	\$41,500	1		\$41,500

Year	Gender	Years of Experience	Mean	N	Std. Deviation	Median
		15.1-20 years	\$87,000	1		\$87,000
		Total	\$64,250	2	32,173	\$64,250
	Transgender Woman	0-5 years	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000
	Total	Not reported	\$72,889	151	40,618	\$62,500
		0-5 years	\$55,843	770	26,716	\$50,000
		5.1-10 years	\$70,882	540	25,684	\$66,668
		10.1-15 years	\$84,146	365	31,545	\$78,000
		15.1-20 years	\$99,196	309	62,886	\$87,000
		More than 20 years	\$113,550	437	60,171	\$97,500
		Total	\$79,031	2,572	45,924	\$68,250
<b>All Years</b>	Not Reported	Not reported	\$73,833	136	41,725	\$63,500
		0-5 years	\$54,368	57	29,317	\$50,000
		5.1-10 years	\$73,881	29	44,649	\$67,000
		10.1-15 years	\$94,750	12	41,449	\$79,500
		15.1-20 years	\$95,626	16	42,936	\$78,300
		More than 20 years	\$115,163	17	41,981	\$122,000
		Total	\$74,560	267	42,350	\$63,000
	Female	Not reported	\$60,885	20	21,627	\$57,000
		0-5 years	\$53,299	2,742	24,594	\$49,000
		5.1-10 years	\$68,592	1,943	34,013	\$63,000
		10.1-15 years	\$80,011	1,326	33,409	\$74,500
		15.1-20 years	\$92,420	1,005	47,780	\$84,400
		More than 20 years	\$106,494	1,126	48,793	\$95,000
		Total	\$73,453	8,162	40,177	\$65,000
	Gender non-conforming	0-5 years	\$48,938	4	19,383	\$39,500
		Total	\$48,938	4	19,383	\$39,500
	Intersex or other related term	0-5 years	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000
	Male	Not reported	\$65,417	6	38,841	\$46,000
		0-5 years	\$63,111	611	39,814	\$54,000
		5.1-10 years	\$80,515	450	30,731	\$74,300
		10.1-15 years	\$98,075	311	38,021	\$90,000
		15.1-20 years	\$108,956	267	49,075	\$100,000
		More than 20 years	\$137,937	459	76,184	\$120,000
		Total	\$94,150	2,104	56,722	\$80,408
	Prefer to self-describe	0-5 years	\$57,500	2	7,071	\$57,500
		Total	\$57,500	2	7,071	\$57,500
	Transgender Man	0-5 years	\$41,500	1		\$41,500
		15.1-20 years	\$87,000	1		\$87,000
		Total	\$64,250	2	32,173	\$64,250
	Transgender Woman	0-5 years	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000
	Total	Not reported	\$71,923	162	39,770	\$61,500
0-5 years		\$55,065	3,419	28,223	\$50,000	
5.1-10 years		\$70,871	2,422	33,879	\$65,000	
10.1-15 years		\$83,525	1,649	35,094	\$78,000	
15.1-20 years		\$95,881	1,289	48,407	\$86,000	
More than 20 years		\$115,595	1,602	59,601	\$100,000	
Total		\$77,594	10,543	44,784	\$67,000	

## Salary by Position Level and Gender

Year	Gender	Current Position	Mean	N	Std. Deviation	Median
2014	Not Reported	CEO, CDO, VP, Director of Fundraising	\$74,750	12	29,462	\$69,500
		Prog. Director/Assoc. Dir./Fundraising Officer	\$64,417	6	18,634	\$58,750
		Other	\$200,000	1		\$200,000
		Total	\$78,079	19	39,017	\$69,000
	Female	None	\$77,000	2	22,627	\$77,000
		CEO, CDO, VP, Director of Fundraising	\$79,181	1,133	36,298	\$70,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$65,026	609	25,920	\$60,000
		Other Fundraising Position	\$44,391	189	12,441	\$42,000
		Other	\$88,030	89	53,873	\$79,500
		Total	\$72,053	2,022	34,746	\$65,000
	Male	None	\$83,000	1		\$83,000
		CEO, CDO, VP, Director of Fundraising	\$102,218	382	52,394	\$89,500
		Prog. Director/Assoc. Dir./Fundraising Officer	\$77,551	145	32,809	\$70,574
		Other Fundraising Position	\$47,630	32	17,518	\$43,250
		Other	\$116,492	36	123,872	\$80,000
		Total	\$94,116	596	56,504	\$82,000
	Total	None	\$79,000	3	16,371	\$83,000
		CEO, CDO, VP, Director of Fundraising	\$84,909	1,527	42,061	\$75,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$67,411	760	27,731	\$61,000
		Other Fundraising Position	\$44,860	221	13,297	\$42,000
Other		\$97,051	126	81,186	\$80,000	
Total		\$77,083	2,637	41,734	\$67,000	
2015	Not Reported	CEO, CDO, VP, Director of Fundraising	\$71,750	4	34,865	\$65,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$42,500	1		\$42,500
		Other Fundraising Position	\$40,000	1		\$40,000
		Other	\$58,500	2	4,950	\$58,500
		Total	\$60,813	8	26,536	\$50,000
	Female	None	\$55,000	1		\$55,000
		CEO, CDO, VP, Director of Fundraising	\$80,772	667	36,515	\$70,500
		Prog. Director/Assoc. Dir./Fundraising Officer	\$64,033	385	38,711	\$58,000
		Other Fundraising Position	\$47,723	139	36,327	\$42,000
		Other	\$86,777	54	47,746	\$80,000
		Total	\$72,152	1,246	39,435	\$65,000
	Male	CEO, CDO, VP, Director of Fundraising	\$108,511	212	57,399	\$95,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$79,804	80	40,134	\$72,000
		Other Fundraising Position	\$42,502	21	12,803	\$38,000
		Other	\$90,547	19	42,380	\$80,000
		Total	\$96,391	332	54,212	\$80,000
	Total	None	\$55,000	1		\$55,000
		CEO, CDO, VP, Director of Fundraising	\$87,391	883	44,052	\$75,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$66,694	466	39,342	\$60,000
		Other Fundraising Position	\$46,994	161	34,090	\$42,000
Other		\$86,978	75	45,773	\$80,000	
Total		\$77,169	1,586	44,010	\$67,000	
2016	Not Reported	CEO, CDO, VP, Director of Fundraising	\$83,418	11	41,005	\$72,500
		Prog. Director/Assoc. Dir./Fundraising Officer	\$57,633	3	25,334	\$52,900
		Other Fundraising Position	\$30,000	1		\$30,000
		Other	\$85,000	1		\$85,000
		Total	\$75,344	16	38,214	\$71,250

Year	Gender	Current Position	Mean	N	Std. Deviation	Median
	Female	CEO, CDO, VP, Director of Fundraising	\$79,714	896	38,315	\$72,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$63,449	543	27,245	\$57,000
		Other Fundraising Position	\$45,778	218	15,384	\$41,200
		Other	\$82,852	73	60,055	\$65,000
		Total	\$70,465	1,730	36,271	\$62,000
	Male	CEO, CDO, VP, Director of Fundraising	\$99,554	253	52,486	\$85,500
		Prog. Director/Assoc. Dir./Fundraising Officer	\$80,341	107	71,738	\$66,000
		Other Fundraising Position	\$48,592	32	26,338	\$40,875
		Other	\$115,585	26	41,929	\$115,500
		Total	\$91,731	418	58,126	\$80,000
	Total	CEO, CDO, VP, Director of Fundraising	\$84,076	1,160	42,593	\$75,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$66,190	653	38,667	\$58,000
		Other Fundraising Position	\$46,074	251	17,128	\$41,200
		Other	\$91,384	100	57,227	\$77,500
		Total	\$74,609	2,164	42,232	\$65,000
2017	Not Reported	CEO, CDO, VP, Director of Fundraising	\$105,000	4	66,081	\$100,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$117,667	3	33,486	\$137,000
		Other	\$105,000	1		\$105,000
		Total	\$109,750	8	47,274	\$121,000
	Female	None	\$35,000	1		\$35,000
		CEO, CDO, VP, Director of Fundraising	\$86,641	674	53,815	\$75,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$68,423	383	41,323	\$60,000
		Other Fundraising Position	\$48,138	151	15,155	\$45,000
		Other	\$96,514	69	69,453	\$75,000
		Total	\$77,125	1,278	50,124	\$65,000
	Male	CEO, CDO, VP, Director of Fundraising	\$112,953	159	61,432	\$99,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$71,963	90	29,372	\$65,500
		Other Fundraising Position	\$52,630	23	18,073	\$47,500
		Other	\$108,822	19	38,450	\$111,000
		Total	\$95,238	291	54,164	\$84,000
	Total	None	\$35,000	1		\$35,000
		CEO, CDO, VP, Director of Fundraising	\$91,727	837	56,282	\$80,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$69,403	476	39,450	\$61,138
		Other Fundraising Position	\$48,732	174	15,589	\$45,000
		Other	\$99,237	89	63,685	\$85,000
		Total	\$80,633	1,577	51,373	\$69,000
2018	Not Reported	CEO, CDO, VP, Director of Fundraising	\$93,490	81	52,492	\$74,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$66,432	92	28,486	\$62,250
		Other Fundraising Position	\$42,078	34	11,867	\$40,500
		Other	\$82,111	9	56,043	\$70,000
		Total	\$73,399	216	42,876	\$62,000
	Female	None	\$58,667	3	24,440	\$64,000
		CEO, CDO, VP, Director of Fundraising	\$85,965	908	47,450	\$75,800
		Prog. Director/Assoc. Dir./Fundraising Officer	\$69,333	729	27,187	\$63,000
		Other Fundraising Position	\$48,025	163	41,560	\$42,000
		Other	\$83,843	77	43,291	\$72,000
		Total	\$76,095	1,880	41,649	\$67,000

Year	Gender	Current Position	Mean	N	Std. Deviation	Median
	Gender non-conforming	CEO, CDO, VP, Director of Fundraising	\$58,375	2	27,754	\$58,375
		Prog. Director/Assoc. Dir./Fundraising Officer	\$39,500	2	707	\$39,500
		Total	\$48,938	4	19,383	\$39,500
	Intersex or other related term	Prog. Director/Assoc. Dir./Fundraising Officer	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000
	Male	CEO, CDO, VP, Director of Fundraising	\$105,019	246	67,180	\$87,600
		Prog. Director/Assoc. Dir./Fundraising Officer	\$79,970	168	36,530	\$70,000
		Other Fundraising Position	\$44,253	19	13,280	\$42,500
		Other	\$116,242	31	75,258	\$100,000
		Total	\$94,211	464	59,278	\$79,650
	Prefer to self-describe	CEO, CDO, VP, Director of Fundraising	\$57,500	2	7,071	\$57,500
		Total	\$57,500	2	7,071	\$57,500
	Transgender Man	Prog. Director/Assoc. Dir./Fundraising Officer	\$41,500	1		\$41,500
		Other Fundraising Position	\$87,000	1		\$87,000
		Total	\$64,250	2	32,173	\$64,250
	Transgender Woman	Prog. Director/Assoc. Dir./Fundraising Officer	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000
	Total	None	\$58,667	3	24,440	\$64,000
		CEO, CDO, VP, Director of Fundraising	\$90,149	1,239	52,747	\$78,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$70,746	994	29,352	\$63,250
		Other Fundraising Position	\$46,942	217	36,665	\$42,000
Other		\$92,294	117	55,838	\$80,000	
Total		\$79,057	2,570	45,932	\$68,750	
<b>Total</b>	Not Reported	CEO, CDO, VP, Director of Fundraising	\$90,128	112	49,322	\$72,750
		Prog. Director/Assoc. Dir./Fundraising Officer	\$67,301	105	29,044	\$62,500
		Other Fundraising Position	\$41,684	36	11,701	\$40,000
		Other	\$89,000	14	55,492	\$75,000
		Total	\$74,560	267	42,350	\$63,000
	Female	None	\$60,000	7	22,136	\$61,000
		CEO, CDO, VP, Director of Fundraising	\$82,156	4,278	42,507	\$73,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$66,235	2,649	31,289	\$60,000
		Other Fundraising Position	\$46,628	860	25,957	\$42,000
		Other	\$87,525	362	55,566	\$75,000
		Total	\$73,458	8,156	40,187	\$65,000
	Gender non-conforming	CEO, CDO, VP, Director of Fundraising	\$58,375	2	27,754	\$58,375
		Prog. Director/Assoc. Dir./Fundraising Officer	\$39,500	2	707	\$39,500
		Total	\$48,938	4	19,383	\$39,500
	Intersex or other related term	Prog. Director/Assoc. Dir./Fundraising Officer	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000
	Male	None	\$83,000	1		\$83,000
		CEO, CDO, VP, Director of Fundraising	\$104,659	1,252	57,667	\$90,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$78,199	590	43,843	\$70,000
		Other Fundraising Position	\$47,425	127	19,112	\$42,800
		Other	\$111,377	131	79,438	\$100,000
		Total	\$94,177	2,101	56,751	\$80,566
	Prefer to self-describe	CEO, CDO, VP, Director of Fundraising	\$57,500	2	7,071	\$57,500
		Total	\$57,500	2	7,071	\$57,500
	Transgender Man	Prog. Director/Assoc. Dir./Fundraising Officer	\$41,500	1		\$41,500
		Other Fundraising Position	\$87,000	1		\$87,000
		Total	\$64,250	2	32,173	\$64,250
	Transgender Woman	Prog. Director/Assoc. Dir./Fundraising Officer	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000



Year	Gender	Current Position	Mean	N	Std. Deviation	Median
	Total	None	\$62,875	8	22,048	\$62,500
		CEO, CDO, VP, Director of Fundraising	\$87,287	5,646	47,345	\$76,000
		Prog. Director/Assoc. Dir./Fundraising Officer	\$68,346	3,349	34,061	\$61,000
		Other Fundraising Position	\$46,592	1,024	24,859	\$42,000
		Other	\$93,729	507	63,340	\$80,000
		Total	\$77,601	10,534	44,798	\$67,000

### Salary by Race/Ethnicity and Gender

Year	Gender	Race/Ethnicity	Mean	N	Std. Deviation	Median
<b>2014</b>	Not Reported	Afr. American/Black	73,000	1		73,000
		Caucasian/Non-Hispanic	52,333	3	7,095	51,000
		Total	57,500	4	11,846	55,500
	Female	Afr. American/Black	64,183	55	24,964	59,000
		Caucasian/Non-Hispanic	72,299	1,853	35,036	65,000
		Asian/Pac. Islander	78,517	33	36,248	75,000
		Native Amer./Alaskan Native	65,833	3	29,242	61,500
		Hispanic/Latino	62,721	38	23,494	59,900
		Multi-ethnic	73,365	24	22,704	70,500
		Other	67,350	10	22,311	64,000
		Total	71,977	2,016	34,484	65,000
		Male	Afr. American/Black	74,476	8	17,570
	Caucasian/Non-Hispanic		95,095	552	57,577	83,357
	Asian/Pac. Islander		95,000	6	41,492	89,000
	Native Amer./Alaskan Native		147,000	2	145,664	147,000
	Hispanic/Latino		75,559	17	23,714	75,000
	Multi-ethnic		61,714	7	17,509	60,000
	Other		100,915	5	44,005	88,000
	Total		94,092	597	56,459	82,000
	Total	Afr. American/Black	65,608	64	24,106	61,500
		Caucasian/Non-Hispanic	77,499	2,408	42,380	68,000
		Asian/Pac. Islander	81,053	39	37,004	76,875
		Native Amer./Alaskan Native	98,300	5	87,798	61,500
		Hispanic/Latino	66,689	55	24,097	62,000
		Multi-ethnic	70,734	31	21,932	67,000
		Other	78,538	15	33,786	70,574
		Total	77,000	2,617	41,582	67,000
	<b>2015</b>	Not Reported	Afr. American/Black	115,000	1	
Caucasian/Non-Hispanic			52,750	6	17,714	43,750
Total			61,643	7	28,549	45,000
Female		Afr. American/Black	62,962	35	23,214	60,000
		Caucasian/Non-Hispanic	72,828	1,127	40,388	65,000
		Asian/Pac. Islander	69,190	23	28,208	60,000
		Hispanic/Latino	71,420	29	31,252	65,000
		Multi-ethnic	63,338	20	33,718	59,500
		Other	53,938	8	25,098	44,000
		Total	72,175	1,242	39,475	65,000
		Male	Afr. American/Black	109,143	7	43,652
Caucasian/Non-Hispanic			96,045	302	54,482	80,000
Asian/Pac. Islander			89,667	3	61,175	71,000
Hispanic/Latino			91,814	12	55,691	82,000
Multi-ethnic			61,893	3	20,440	58,000



Year	Gender	Race/ Ethnicity	Mean	N	Std. Deviation	Median	
	Total	Other	95,266	2	28,660	95,266	
		Total	95,795	329	53,907	80,000	
		Afr. American/Black	71,690	43	32,410	69,000	
		Caucasian/Non-Hispanic	77,630	1,435	44,689	67,500	
		Asian/Pac. Islander	71,552	26	32,313	61,150	
		Hispanic/Latino	77,389	41	40,309	66,000	
		Multi-ethnic	63,149	23	31,939	58,000	
		Other	62,203	10	29,746	52,000	
		Total	77,053	1,578	43,896	67,000	
<b>2016</b>	Not Reported	Caucasian/Non-Hispanic	102,620	5	54,185	78,600	
		Total	102,620	5	54,185	78,600	
	Female	Afr. American/Black	73,304	39	30,437	65,000	
		Caucasian/Non-Hispanic	70,929	1,559	37,091	62,000	
		Asian/Pac. Islander	66,759	29	21,643	68,000	
		Native Amer./Alaskan Native	45,917	3	14,706	48,750	
		Hispanic/Latino	64,320	52	29,101	59,000	
		Multi-ethnic	60,243	28	26,946	56,500	
		Other	67,249	11	22,507	68,000	
		Total	70,471	1,721	36,312	62,000	
	Male	Afr. American/Black	63,811	7	24,460	54,000	
		Caucasian/Non-Hispanic	92,516	375	59,464	80,000	
		Asian/Pac. Islander	79,313	8	24,700	91,500	
		Hispanic/Latino	84,385	13	48,287	90,000	
		Multi-ethnic	78,558	3	66,585	74,675	
		Other	109,357	7	62,486	99,000	
		Total	91,701	413	58,312	80,000	
	Total	Afr. American/Black	71,859	46	29,562	65,000	
		Caucasian/Non-Hispanic	75,185	1,939	43,233	65,000	
		Asian/Pac. Islander	69,473	37	22,592	70,000	
		Native Amer./Alaskan Native	45,917	3	14,706	48,750	
		Hispanic/Latino	68,333	65	34,314	60,000	
		Multi-ethnic	62,015	31	31,295	58,000	
		Other	83,624	18	46,068	74,500	
		Total	74,646	2,139	42,350	65,000	
	<b>2017</b>	Not Reported	Caucasian/Non-Hispanic	120,000	2	84,853	120,000
			Other	105,000	1		105,000
Total			115,000	3	60,622	105,000	
Female		Afr. American/Black	78,887	31	46,342	62,000	
		Caucasian/Non-Hispanic	77,433	1,155	51,378	65,000	
		Asian/Pac. Islander	82,211	20	40,505	74,398	
		Native Amer./Alaskan Native	84,300	3	33,289	102,000	
		Hispanic/Latino	67,353	32	31,899	58,000	
		Multi-ethnic	72,254	20	32,055	65,000	
		Other	63,488	10	20,356	55,000	
		Total	77,115	1,271	50,236	65,000	
Male		Afr. American/Black	85,000	3	30,643	72,000	
		Caucasian/Non-Hispanic	97,461	251	55,938	85,000	
		Asian/Pac. Islander	87,000	6	30,738	94,000	
		Native Amer./Alaskan Native	45,000	1		45,000	
		Hispanic/Latino	84,771	15	54,155	63,000	
		Multi-ethnic	65,071	7	17,489	63,000	
		Other	82,600	5	31,714	84,000	

Year	Gender	Race/ Ethnicity	Mean	N	Std. Deviation	Median
	Total	Total	95,225	288	54,392	84,000
		Afr. American/Black	79,426	34	44,860	65,000
		Caucasian/Non-Hispanic	81,064	1,408	52,793	68,678
		Asian/Pac. Islander	83,316	26	37,948	84,000
		Native Amer./Alaskan Native	74,475	4	33,540	73,950
		Hispanic/Latino	72,912	47	40,567	60,000
		Multi-ethnic	70,392	27	28,840	65,000
		Other	72,055	16	25,984	69,500
		Total	80,527	1,562	51,512	68,250
<b>2018</b>	Not Reported	Caucasian/Non-Hispanic	99,571	7	56,438	68,000
		Multi-ethnic	71,500	1		71,500
		Other	102,333	3	77,242	90,000
		Total	97,773	11	56,409	71,500
	Female	Afr. American/Black	80,765	55	49,475	70,000
		Caucasian/Non-Hispanic	76,116	1,656	42,181	67,000
		Asian/Pac. Islander	77,600	23	25,668	80,000
		Native Amer./Alaskan Native	52,600	5	11,739	50,000
		Hispanic/Latino	74,146	42	34,189	64,000
		Multi-ethnic	71,884	76	30,666	65,750
		Other	79,915	15	38,883	64,000
		Total	76,023	1,872	41,596	67,000
	Gender non-conforming	Caucasian/Non-Hispanic	48,938	4	19,383	39,500
		Total	48,938	4	19,383	39,500
	Intersex or other related term	Caucasian/Non-Hispanic	56,000	1		56,000
		Total	56,000	1		56,000
	Male	Afr. American/Black	115,231	13	61,097	85,000
		Caucasian/Non-Hispanic	95,276	397	61,456	80,000
		Asian/Pac. Islander	81,824	8	35,940	66,750
		Hispanic/Latino	71,543	14	27,676	59,000
		Multi-ethnic	83,777	24	41,897	70,500
		Other	86,515	5	35,983	86,573
		Total	94,191	461	59,390	79,300
		Prefer to self-describe	Caucasian/Non-Hispanic	57,500	2	7,071
	Total		57,500	2	7,071	57,500
	Transgender Man	Caucasian/Non-Hispanic	64,250	2	32,173	64,250
		Total	64,250	2	32,173	64,250
	Transgender Woman	Afr. American/Black	55,000	1		55,000
		Total	55,000	1		55,000
	Total	Afr. American/Black	86,885	69	52,929	70,000
		Caucasian/Non-Hispanic	79,780	2,069	47,100	70,000
		Asian/Pac. Islander	78,690	31	28,073	77,000
Native Amer./Alaskan Native		52,600	5	11,739	50,000	
Hispanic/Latino		73,495	56	32,461	62,750	
Multi-ethnic		74,706	101	33,689	67,000	
Other		84,274	23	42,408	65,000	
Total		79,593	2,354	46,216	70,000	
<b>Total</b>	Not Reported	Afr. American/Black	94,000	2	29,698	94,000
		Caucasian/Non-Hispanic	83,635	23	49,824	62,000
		Multi-ethnic	71,500	1		71,500
		Other	103,000	4	63,082	97,500
		Total	86,503	30	48,795	66,500

Year	Gender	Race/ Ethnicity	Mean	N	Std. Deviation	Median
	Female	Afr. American/Black	72,001	215	37,176	63,000
		Caucasian/Non-Hispanic	73,756	7,350	40,889	65,000
		Asian/Pac. Islander	74,589	128	31,078	70,000
		Native Amer./Alaskan Native	60,796	14	24,248	54,500
		Hispanic/Latino	67,713	193	30,114	60,000
		Multi-ethnic	69,182	168	29,689	65,000
		Other	68,117	54	28,409	59,500
		Total	73,425	8,122	40,150	65,000
	Gender non-conforming	Caucasian/Non-Hispanic	48,938	4	19,383	39,500
		Total	48,938	4	19,383	39,500
	Intersex or other related term	Caucasian/Non-Hispanic	56,000	1		56,000
		Total	56,000	1		56,000
	Male	Afr. American/Black	93,671	38	46,785	76,750
		Caucasian/Non-Hispanic	95,087	1,877	58,063	82,000
		Asian/Pac. Islander	85,487	31	34,230	90,000
		Native Amer./Alaskan Native	113,000	3	118,647	45,000
		Hispanic/Latino	81,077	71	42,364	70,000
		Multi-ethnic	75,443	44	36,749	65,000
		Other	96,091	24	43,696	87,287
		Total	94,066	2,088	56,783	80,000
	Prefer to self-describe	Caucasian/Non-Hispanic	57,500	2	7,071	57,500
		Total	57,500	2	7,071	57,500
	Transgender Man	Caucasian/Non-Hispanic	64,250	2	32,173	64,250
		Total	64,250	2	32,173	64,250
	Transgender Woman	Afr. American/Black	55,000	1		55,000
		Total	55,000	1		55,000
	Total	Afr. American/Black	75,323	256	39,303	65,000
		Caucasian/Non-Hispanic	78,087	9,259	45,722	67,000
		Asian/Pac. Islander	76,714	159	31,899	72,000
		Native Amer./Alaskan Native	70,009	17	51,557	50,000
		Hispanic/Latino	71,307	264	34,278	62,750
		Multi-ethnic	70,486	213	31,220	65,000
Other		78,006	82	37,558	69,000	
Total		77,650	10,250	44,840	67,000	

## Salary by Organizational Budget and Gender

Year	Gender	Org. Budget	Mean	N	Std. Deviation	Median
2014	Not Reported	<\$1 million	\$49,750	4	10,340	\$51,000
		\$1 mill - \$2.99 mill	\$66,333	3	13,204	\$69,000
		\$3 mill - \$9.99 mill	\$79,500	4	23,700	\$81,500
		\$10 mill - \$49.99 mill	\$77,750	4	32,786	\$72,000
		>\$50 million	\$85,500	3	39,752	\$73,000
		Total	\$71,306	18	26,247	\$66,500
	Female	<\$1 million	\$60,536	382	26,265	\$55,000
		\$1 mill - \$2.99 mill	\$63,861	444	28,761	\$58,000
		\$3 mill - \$9.99 mill	\$70,342	472	30,647	\$65,000
		\$10 mill - \$49.99 mill	\$82,068	411	37,656	\$74,000
		>\$50 million	\$87,806	229	39,680	\$78,000
		Total	\$71,475	1,938	33,634	\$64,000
	Male	<\$1 million	\$75,254	113	33,105	\$66,000
		\$1 mill - \$2.99 mill	\$82,670	112	44,837	\$73,500
		\$3 mill - \$9.99 mill	\$89,724	112	41,198	\$85,000
		\$10 mill - \$49.99 mill	\$95,602	136	49,341	\$90,000
		>\$50 million	\$127,050	93	62,873	\$114,000
		Total	\$92,985	566	49,495	\$82,000
	Total	<\$1 million	\$63,783	499	28,538	\$57,000
		\$1 mill - \$2.99 mill	\$67,643	559	33,376	\$60,000
\$3 mill - \$9.99 mill		\$74,096	588	33,699	\$68,000	
\$10 mill - \$49.99 mill		\$85,377	551	41,169	\$78,000	
>\$50 million		\$99,015	325	50,560	\$86,000	
Total		\$76,301	2,522	38,775	\$67,000	
2015	Not Reported	<\$1 million	\$42,000	1		\$42,000
		\$1 mill - \$2.99 mill	\$78,750	2	51,265	\$78,750
		\$3 mill - \$4.99 mill	\$40,000	1		\$40,000
		\$10 mill - \$49.99 mill	\$65,000	2	28,284	\$65,000
		Total	\$61,583	6	31,274	\$43,750
	Female	<\$1 million	\$63,459	236	36,177	\$55,000
		\$1 mill - \$2.99 mill	\$62,474	241	26,434	\$59,000
		\$3 mill - \$9.99 mill	\$70,099	305	29,510	\$65,000
		\$10 mill - \$49.99 mill	\$75,146	276	32,718	\$70,000
		>\$50 million	\$99,444	128	70,445	\$84,826
		Total	\$71,570	1,186	39,014	\$63,750
	Male	<\$1 million	\$81,990	52	40,246	\$72,500
		\$1 mill - \$2.99 mill	\$82,572	58	45,660	\$70,000
		\$3 mill - \$9.99 mill	\$81,764	69	35,696	\$75,000
		\$10 mill - \$49.99 mill	\$97,684	80	48,780	\$89,450
		>\$50 million	\$137,491	52	73,514	\$123,500
		Total	\$95,365	311	53,157	\$80,000
	Total	<\$1 million	\$66,719	289	37,519	\$58,000
		\$1 mill - \$2.99 mill	\$66,455	301	32,060	\$60,000
		\$3 mill - \$9.99 mill	\$72,165	375	31,029	\$65,000
\$10 mill - \$49.99 mill		\$80,126	358	37,986	\$72,000	
>\$50 million		\$110,435	180	73,210	\$89,169	
Total		\$76,454	1,503	43,372	\$66,000	

Year	Gender	Org. Budget	Mean	N	Std. Deviation	Median
2016	Not Reported	<\$1 million	\$56,625	4	16,820	\$53,250
		\$1 mill - \$2.99 mill	\$66,000	4	11,671	\$66,250
		\$3 mill - \$9.99 mill	\$65,000	3	27,839	\$70,000
		\$10 mill - \$49.99 mill	\$115,000	2	42,426	\$115,000
		>\$50 million	\$30,000	1		\$30,000
		Total	\$67,536	14	29,124	\$65,000
	Female	<\$1 million	\$60,862	326	37,205	\$55,000
		\$1 mill - \$2.99 mill	\$61,377	365	24,110	\$55,000
		\$3 mill - \$9.99 mill	\$69,533	412	31,086	\$64,729
		\$10 mill - \$49.99 mill	\$74,951	356	34,741	\$65,000
		>\$50 million	\$90,256	197	42,262	\$80,000
		Total	\$69,658	1,656	34,597	\$62,000
	Male	<\$1 million	\$83,082	54	59,898	\$68,440
		\$1 mill - \$2.99 mill	\$73,228	92	31,070	\$65,000
		\$3 mill - \$9.99 mill	\$78,004	82	37,143	\$67,450
		\$10 mill - \$49.99 mill	\$96,403	110	51,846	\$85,500
		>\$50 million	\$128,947	61	95,314	\$104,000
		Total	\$90,451	399	58,564	\$79,000
	Total	<\$1 million	\$63,942	384	41,636	\$55,000
		\$1 mill - \$2.99 mill	\$63,782	461	25,967	\$57,500
		\$3 mill - \$9.99 mill	\$70,903	497	32,238	\$65,000
\$10 mill - \$49.99 mill		\$80,165	468	40,457	\$70,000	
>\$50 million		\$99,136	259	61,306	\$82,000	
Total		\$73,654	2,069	41,119	\$64,200	
2017	Not Reported	\$1 mill - \$2.99 mill	\$40,000	1		\$40,000
		\$3 mill - \$9.99 mill	\$122,500	2	24,749	\$122,500
		\$10 mill - \$49.99 mill	\$60,000	1		\$60,000
		>\$50 million	\$129,500	2	71,418	\$129,500
		Total	\$100,667	6	52,275	\$92,000
	Female	<\$1 million	\$66,528	242	58,669	\$58,000
		\$1 mill - \$2.99 mill	\$69,154	253	27,713	\$65,000
		\$3 mill - \$9.99 mill	\$72,605	317	34,565	\$65,000
		\$10 mill - \$49.99 mill	\$80,780	264	36,356	\$70,000
		>\$50 million	\$100,787	147	81,585	\$85,000
		Total	\$75,841	1,223	48,323	\$65,000
	Male	<\$1 million	\$66,870	30	23,749	\$60,250
		\$1 mill - \$2.99 mill	\$75,495	52	39,427	\$61,000
		\$3 mill - \$9.99 mill	\$94,728	58	61,430	\$81,000
		\$10 mill - \$49.99 mill	\$110,545	84	60,959	\$99,500
		>\$50 million	\$106,729	52	52,290	\$96,500
		Total	\$95,151	276	54,924	\$83,750
	Total	<\$1 million	\$66,566	272	55,869	\$58,250
		\$1 mill - \$2.99 mill	\$70,136	306	30,052	\$63,000
		\$3 mill - \$9.99 mill	\$76,273	377	40,657	\$67,000
		\$10 mill - \$49.99 mill	\$87,884	349	45,274	\$76,200
>\$50 million		\$102,610	201	74,805	\$88,500	
Total		\$79,481	1,505	50,156	\$68,000	

Year	Gender	Org. Budget	Mean	N	Std. Deviation	Median	
2018	Not Reported	<\$1 million	\$60,820	37	24,861	\$55,000	
		\$1 mill - \$2.99 mill	\$67,921	41	42,235	\$59,000	
		\$3 mill - \$9.99 mill	\$73,231	50	37,373	\$66,000	
		\$10 mill - \$49.99 mill	\$80,027	36	49,419	\$70,000	
		>\$50 million	\$96,211	23	58,800	\$74,000	
		Total	\$73,746	187	43,018	\$63,000	
	Female	<\$1 million	\$64,955	370	25,845	\$59,000	
		\$1 mill - \$2.99 mill	\$68,575	386	28,842	\$60,000	
		\$3 mill - \$9.99 mill	\$75,209	405	53,286	\$70,000	
		\$10 mill - \$49.99 mill	\$84,701	378	44,418	\$74,600	
		>\$50 million	\$99,790	200	48,075	\$85,000	
		Total	\$76,445	1,739	42,408	\$67,500	
	Gender non-conforming	<\$1 million	\$51,917	3	22,589	\$39,000	
		\$1 mill - \$2.99 mill	\$40,000	1		\$40,000	
		Total	\$48,938	4	19,383	\$39,500	
	Intersex or other related term	\$10 mill - \$49.99 mill	\$56,000	1		\$56,000	
		Total	\$56,000	1		\$56,000	
	Male	<\$1 million	\$79,554	96	39,024	\$70,000	
		\$1 mill - \$2.99 mill	\$85,740	81	56,988	\$71,000	
		\$3 mill - \$9.99 mill	\$88,859	85	61,249	\$74,388	
		\$10 mill - \$49.99 mill	\$102,649	113	50,680	\$90,000	
		>\$50 million	\$124,246	63	88,524	\$100,783	
		Total	\$94,890	438	60,257	\$78,650	
	Prefer to self-describe	<\$1 million	\$52,500	1		\$52,500	
		\$3 mill - \$9.99 mill	\$62,500	1		\$62,500	
		Total	\$57,500	2	7,071	\$57,500	
	Transgender Man	\$10 mill - \$49.99 mill	\$41,500	1		\$41,500	
		Total	\$41,500	1		\$41,500	
	Transgender Woman	\$3 mill - \$9.99 mill	\$55,000	1		\$55,000	
		Total	\$55,000	1		\$55,000	
	Total	<\$1 million	\$67,316	507	29,265	\$60,000	
		\$1 mill - \$2.99 mill	\$71,197	509	36,388	\$62,800	
		\$3 mill - \$9.99 mill	\$77,106	542	53,446	\$70,000	
		\$10 mill - \$49.99 mill	\$88,081	529	46,685	\$75,000	
		>\$50 million	\$104,889	286	60,767	\$86,500	
		Total	\$79,542	2,373	46,782	\$69,500	
	Total	Not Reported	<\$1 million	\$59,083	46	23,188	\$54,750
			\$1 mill - \$2.99 mill	\$67,554	51	38,927	\$60,000
			\$3 mill - \$9.99 mill	\$74,326	60	36,484	\$68,000
			\$10 mill - \$49.99 mill	\$80,266	45	46,373	\$70,000
			>\$50 million	\$95,116	29	57,082	\$74,000
			Total	\$73,563	231	41,250	\$63,000
Female		<\$1 million	\$63,030	1,556	36,789	\$56,000	
		\$1 mill - \$2.99 mill	\$64,996	1,689	27,491	\$60,000	
		\$3 mill - \$9.99 mill	\$71,536	1,911	37,162	\$65,000	
		\$10 mill - \$49.99 mill	\$79,819	1,685	37,920	\$70,000	
		>\$50 million	\$94,773	901	55,770	\$82,000	
		Total	\$72,907	7,742	39,391	\$65,000	
Gender non-conforming		<\$1 million	\$51,917	3	22,589	\$39,000	
		\$1 mill - \$2.99 mill	\$40,000	1		\$40,000	
		Total	\$48,938	4	19,383	\$39,500	

Year	Gender	Org. Budget	Mean	N	Std. Deviation	Median
	Intersex or other related term	\$10 mill - \$49.99 mill	\$56,000	1		\$56,000
		Total	\$56,000	1		\$56,000
	Male	<\$1 million	\$77,962	345	40,475	\$70,000
		\$1 mill - \$2.99 mill	\$80,141	395	44,438	\$69,600
		\$3 mill - \$9.99 mill	\$86,538	406	47,921	\$78,500
		\$10 mill - \$49.99 mill	\$100,012	523	52,163	\$90,000
		>\$50 million	\$125,260	321	75,757	\$107,000
		Total	\$93,569	1,990	55,142	\$80,000
	Prefer to self-describe	<\$1 million	\$52,500	1		\$52,500
		\$3 mill - \$9.99 mill	\$62,500	1		\$62,500
		Total	\$57,500	2	7,071	\$57,500
	Transgender Man	\$10 mill - \$49.99 mill	\$41,500	1		\$41,500
		Total	\$41,500	1		\$41,500
	Transgender Woman	\$3 mill - \$9.99 mill	\$55,000	1		\$55,000
		Total	\$55,000	1		\$55,000
	Total	<\$1 million	\$65,555	1,951	37,615	\$57,500
		\$1 mill - \$2.99 mill	\$67,846	2,136	32,128	\$60,000
		\$3 mill - \$9.99 mill	\$74,156	2,379	39,563	\$67,000
		\$10 mill - \$49.99 mill	\$84,484	2,255	42,663	\$75,000
		>\$50 million	\$102,604	1,251	62,920	\$86,000
		Total	\$77,026	9,972	43,809	\$66,560

## Salary by Region and Gender

Year	Gender	Region	Mean	N	Std. Deviation	Median
2014	Not Reported	North Central	82,875	4	35,558	78,750
		Northeast	85,111	9	51,605	73,000
		Northwest	66,500	2	3,536	66,500
		South Central	61,000	3	16,523	60,000
		Southeast	70,000	1		70,000
		Total	78,079	19	39,017	69,000
	Female	Not Reported	62,000	2	22,627	62,000
		North Central	66,996	510	30,586	61,800
		Northeast	79,060	380	39,895	69,500
		Northwest	78,577	308	36,997	70,500
		Other	96,057	7	47,628	117,000
		South Central	67,293	293	29,105	60,000
		Southeast	70,257	426	35,195	60,500
		Southwest	71,624	98	31,571	64,500
		Total	72,073	2,024	34,738	65,000
	Male	North Central	95,052	157	70,178	83,000
		Northeast	99,428	128	54,794	83,107
		Northwest	94,028	74	48,111	82,750
		Other	162,500	1		162,500
		South Central	89,957	82	56,251	78,850
		Southeast	87,926	121	45,361	80,000
		Southwest	99,621	34	43,534	98,750
		Total	94,092	597	56,459	82,000
	Total	Not Reported	62,000	2	22,627	62,000
		North Central	73,655	671	44,773	64,000
		Northeast	84,208	517	45,014	75,000
		Northwest	81,492	384	39,708	72,000
		Other	104,363	8	49,962	121,000
		South Central	72,159	378	37,758	64,445
		Southeast	74,158	548	38,310	65,000
		Southwest	78,835	132	36,966	72,000
	Total	77,095	2,640	41,714	67,150	
2015	Not Reported	North Central	45,000	1		45,000
		Northwest	78,500	2	51,619	78,500
		Southeast	56,900	5	18,112	55,000
		Total	60,813	8	26,536	50,000
	Female	Not Reported	58,333	3	20,817	65,000
		North Central	69,855	298	30,651	62,250
		Northeast	78,305	217	59,277	69,000
		Northwest	78,152	279	39,133	70,000
		Other	76,500	2	16,263	76,500
		South Central	65,727	167	28,628	60,000
		Southeast	67,622	218	34,265	60,000
		Southwest	68,430	62	27,976	65,000
		Total	72,152	1,246	39,435	65,000
		Male	Non-US	40,000	1	
	North Central		88,607	112	46,615	75,000
	Northeast		108,563	72	62,629	90,800
	Northwest		91,401	36	39,166	90,000
	Other		32,264	1		32,264
	Total					



Year	Gender	Region	Mean	N	Std. Deviation	Median
		South Central	109,706	33	76,228	87,550
		Southeast	94,452	64	48,593	82,000
		Southwest	91,299	14	52,084	77,000
		Total	96,236	333	54,204	80,000
	Total	Not Reported	58,333	3	20,817	65,000
		Non-US	40,000	1		40,000
		North Central	74,904	411	36,618	65,000
		Northeast	85,844	289	61,434	70,000
		Northwest	79,659	317	39,285	70,000
		Other	61,755	3	28,009	65,000
		South Central	72,983	200	43,426	63,000
		Southeast	73,418	287	39,306	65,000
		Southwest	72,642	76	34,444	65,000
		Total	77,149	1,587	44,004	67,000
2016	Not Reported	North Central	101,867	3	64,717	78,600
		Northeast	108,750	2	51,265	108,750
		Northwest	85,000	1		85,000
		South Central	46,450	2	9,122	46,450
		Southeast	59,083	6	23,131	62,250
		Southwest	75,000	2	21,213	75,000
		Total	75,344	16	38,214	71,250
	Female	Not Reported	83,500	3	56,769	53,000
		North Central	69,221	411	39,297	59,800
		Northeast	71,057	344	37,518	62,000
		Northwest	72,605	295	31,128	67,000
		Other	68,667	6	11,587	68,500
		South Central	71,645	254	43,757	62,000
		Southeast	69,940	335	31,717	63,000
		Southwest	64,678	84	22,097	58,000
	Total	70,459	1,732	36,251	62,000	
	Male	North Central	86,133	117	48,636	72,000
		Northeast	99,365	100	59,514	80,000
		Northwest	97,188	67	46,843	90,000
		Other	90,000	1		90,000
		South Central	80,613	53	36,636	75,000
		Southeast	84,153	69	43,799	72,000
		Southwest	145,667	12	186,329	98,000
		Total	91,749	419	58,057	80,000
	Total	Not Reported	83,500	3	56,769	53,000
		North Central	73,132	531	42,214	61,000
		Northeast	77,573	446	44,975	65,000
		Northwest	77,176	363	35,754	70,000
		Other	71,714	7	13,301	77,000
		South Central	73,020	309	42,611	64,000
		Southeast	72,173	410	34,319	65,000
		Southwest	74,806	98	71,201	58,767
	Total	74,611	2,167	42,207	65,000	
	2017	Not Reported	Northeast	89,750	4	62,238
Northwest			105,000	1		105,000
Southeast			138,000	3	1,732	137,000
Total			109,750	8	47,274	121,000

Year	Gender	Region	Mean	N	Std. Deviation	Median	
	Female	Not Reported	107,000	2	2,828	107,000	
		North Central	71,394	286	47,025	64,000	
		Northeast	77,148	248	39,569	68,678	
		Northwest	86,262	209	68,250	74,000	
		Other	51,000	1		51,000	
		South Central	71,740	186	32,217	63,827	
		Southeast	78,107	289	55,107	63,000	
		Southwest	84,276	57	45,912	75,000	
		Total	77,125	1,278	50,124	65,000	
	Male	North Central	87,125	82	44,832	80,000	
		Northeast	108,105	55	68,860	85,000	
		Northwest	97,984	52	56,802	93,500	
		South Central	87,746	44	48,542	71,500	
		Southeast	96,487	44	49,559	88,000	
		Southwest	101,638	14	57,128	84,715	
		Total	95,238	291	54,164	84,000	
	Total	Not Reported	107,000	2	2,828	107,000	
		North Central	74,899	368	46,945	65,000	
		Northeast	82,858	307	47,751	72,000	
		Northwest	88,660	262	66,073	75,000	
		Other	51,000	1		51,000	
		South Central	74,802	230	36,342	65,000	
		Southeast	81,049	336	54,716	65,000	
		Southwest	87,699	71	48,382	75,000	
		Total	80,633	1,577	51,373	69,000	
	<b>2018</b>	Not Reported	Not Reported	100,000	1		100,000
			North Central	70,546	58	37,625	59,500
			Northeast	70,360	47	35,557	61,000
Northwest			87,029	30	56,634	72,000	
Other			78,667	3	34,588	65,000	
South Central			62,936	28	35,069	55,000	
Southeast			74,466	38	53,937	58,500	
Southwest			83,341	11	29,450	90,000	
Total			73,399	216	42,876	62,000	
Female			93,271	2	23,658	93,271	
		North Central	69,328	493	28,931	62,000	
		Northeast	81,884	362	48,218	69,750	
		Northwest	83,822	319	34,581	75,000	
		Other	84,136	11	42,943	78,500	
		South Central	71,802	242	31,242	65,000	
		Southeast	73,793	358	33,784	66,500	
		Southwest	80,878	95	98,105	65,000	
		Total	76,062	1,882	41,640	67,000	
Gender non-conforming		Northeast	39,000	1		39,000	
		Northwest	59,000	2	26,870	59,000	
		South Central	38,750	1		38,750	
		Total	48,938	4	19,383	39,500	
Intersex or other related term		Northwest	56,000	1		56,000	
		Total	56,000	1		56,000	
Male			143,000	1		143,000	
		North Central	90,306	108	50,197	76,500	

Year	Gender	Region	Mean	N	Std. Deviation	Median	
		Northeast	98,597	109	66,616	83,000	
		Northwest	90,886	64	40,515	82,500	
		Other	62,500	2	21,213	62,500	
		South Central	101,058	67	61,535	85,000	
		Southeast	88,382	92	55,564	70,000	
		Southwest	106,048	21	106,127	75,000	
		Total	94,211	464	59,278	79,650	
	Prefer to self-describe	South Central	52,500	1		52,500	
		Southwest	62,500	1		62,500	
		Total	57,500	2	7,071	57,500	
	Transgender Man	Southeast	87,000	1		87,000	
		Southwest	41,500	1		41,500	
		Total	64,250	2	32,173	64,250	
	Transgender Woman	South Central	55,000	1		55,000	
		Total	55,000	1		55,000	
	Total	Not Reported	Not Reported	107,386	4	27,575	105,000
			North Central	72,873	659	34,900	64,000
			Northeast	84,268	519	52,216	72,000
			Northwest	84,954	416	37,462	75,000
			Other	80,406	16	38,373	72,250
			South Central	76,634	340	41,067	66,500
			Southeast	76,617	489	40,790	66,500
			Southwest	84,738	129	94,867	68,000
			Total	79,031	2,572	45,924	68,250
	<b>Total</b>	Not Reported	Not Reported	100,000	1		100,000
			North Central	72,330	66	38,601	59,500
			Northeast	74,990	62	40,244	62,500
			Northwest	85,858	36	52,633	72,000
			Other	78,667	3	34,588	65,000
			South Central	61,760	33	32,761	52,900
			Southeast	74,579	53	49,367	62,000
Southwest			82,058	13	27,750	90,000	
Total			74,560	267	42,350	63,000	
Female		Not Reported	79,170	12	33,421	75,771	
		North Central	69,085	1,998	34,914	61,400	
		Northeast	77,533	1,551	44,674	67,000	
		Northwest	79,569	1,410	42,209	71,000	
		Other	81,996	27	37,473	77,000	
		South Central	69,712	1,142	33,783	62,500	
		Southeast	72,012	1,626	38,575	62,650	
		Southwest	73,692	396	55,756	65,000	
		Total	73,453	8,162	40,177	65,000	
Gender non-conforming		Northeast	39,000	1		39,000	
		Northwest	59,000	2	26,870	59,000	
		South Central	38,750	1		38,750	
		Total	48,938	4	19,383	39,500	
Intersex or other related term		Northwest	56,000	1		56,000	
		Total	56,000	1		56,000	

Year	Gender	Region	Mean	N	Std. Deviation	Median
	Male	Not Reported	143,000	1		143,000
		Non-US	40,000	1		40,000
		North Central	89,969	576	54,740	79,000
		Northeast	101,665	464	61,544	84,000
		Northwest	94,444	293	46,734	88,000
		Other	81,953	5	50,568	77,500
		South Central	92,835	279	56,484	80,000
		Southeast	89,403	390	48,600	77,625
		Southwest	105,929	95	90,563	90,000
		Total	94,150	2,104	56,722	80,408
	Prefer to self-describe	South Central	52,500	1		52,500
		Southwest	62,500	1		62,500
		Total	57,500	2	7,071	57,500
	Transgender Man	Southeast	87,000	1		87,000
		Southwest	41,500	1		41,500
		Total	64,250	2	32,173	64,250
	Transgender Woman	South Central	55,000	1		55,000
		Total	55,000	1		55,000
	Total	Not Reported	85,217	14	35,391	77,271
		Non-US	40,000	1		40,000
		North Central	73,723	2,640	41,061	64,000
		Northeast	82,827	2,078	49,842	70,000
		Northwest	82,164	1,742	43,548	73,000
		Other	81,705	35	38,025	77,000
		South Central	73,916	1,457	40,179	65,000
		Southeast	75,362	2,070	41,474	65,000
		Southwest	79,873	506	64,326	67,000
		Total	77,594	10,543	44,784	67,000

## Salary by Presence of Negative Factors (at least one) and Gender

Year	Gender	Presence of Neg. Factors	Mean	N	Std. Deviation	Median
2014	Not Reported	No	81,406	16	40,482	69,500
		Yes	60,333	3	29,143	51,000
		Total	78,079	19	39,017	69,000
	Female	No	73,180	1,497	36,087	65,000
		Yes	68,927	527	30,396	62,500
		Total	72,073	2,024	34,738	65,000
	Male	No	94,843	506	57,074	83,100
		Yes	89,918	91	53,018	80,000
		Total	94,092	597	56,459	82,000
	Total	No	78,674	2,019	43,368	68,500
		Yes	71,962	621	35,361	65,000
		Total	77,095	2,640	41,714	67,150
2015	Not Reported	No	67,333	3	15,695	62,000
		Yes	56,900	5	32,528	42,500
		Total	60,813	8	26,536	50,000
	Female	No	72,521	927	41,515	65,000
		Yes	71,082	319	32,683	65,000
		Total	72,152	1,246	39,435	65,000
	Male	No	97,686	289	54,971	81,000
		Yes	86,716	44	48,355	75,500
		Total	96,236	333	54,204	80,000
	Total	No	78,474	1,219	46,261	68,000
		Yes	72,759	368	35,217	65,000
		Total	77,149	1,587	44,004	67,000
2016	Not Reported	No	73,792	12	43,941	62,250
		Yes	80,000	4	13,540	85,000
		Total	75,344	16	38,214	71,250
	Female	No	71,906	1,291	38,671	62,000
		Yes	66,223	441	27,595	60,000
		Total	70,459	1,732	36,251	62,000
	Male	No	94,185	348	60,907	81,500
		Yes	79,809	71	39,549	66,000
		Total	91,749	419	58,057	80,000
	Total	No	76,616	1,651	45,218	65,000
		Yes	68,199	516	29,787	61,000
		Total	74,611	2,167	42,207	65,000
2017	Not Reported	No	116,857	7	46,215	137,000
		Yes	60,000	1		60,000
		Total	109,750	8	47,274	121,000
	Female	No	77,939	935	43,955	66,950
		Yes	74,905	343	64,016	64,539
		Total	77,125	1,278	50,124	65,000
	Male	No	98,829	242	56,499	85,000
		Yes	77,505	49	36,214	66,000
		Total	95,238	291	54,164	84,000
	Total	No	82,439	1,184	47,587	70,000
		Yes	75,191	393	61,133	64,539
		Total	80,633	1,577	51,373	69,000

Year	Gender	Presence of Neg. Factors	Mean	N	Std. Deviation	Median
<b>2018</b>	Not Reported	No	75,542	174	44,398	63,500
		Yes	64,519	42	34,963	51,000
		Total	73,399	216	42,876	62,000
	Female	No	76,172	1,416	43,888	67,000
		Yes	75,730	466	33,947	67,000
		Total	76,062	1,882	41,640	67,000
	Gender non-conforming	No	48,938	4	19,383	39,500
		Total	48,938	4	19,383	39,500
	Intersex or other related term	No	56,000	1		56,000
		Total	56,000	1		56,000
	Male	No	94,955	390	56,407	80,000
		Yes	90,292	74	72,891	74,500
		Total	94,211	464	59,278	79,650
	Prefer to self-describe	No	57,500	2	7,071	57,500
		Total	57,500	2	7,071	57,500
	Transgender Man	No	64,250	2	32,173	64,250
		Total	64,250	2	32,173	64,250
	Transgender Woman	No	55,000	1		55,000
		Total	55,000	1		55,000
	Total	No	79,691	1,990	47,163	69,450
		Yes	76,772	582	41,366	66,460
Total		79,031	2,572	45,924	68,250	
<b>Total</b>	Not Reported	No	77,133	212	44,207	65,000
		Yes	64,642	55	32,750	52,000
		Total	74,560	267	42,350	63,000
	Female	No	74,240	6,066	40,672	65,000
		Yes	71,177	2,096	38,628	63,000
		Total	73,453	8,162	40,177	65,000
	Gender non-conforming	No	48,938	4	19,383	39,500
		Total	48,938	4	19,383	39,500
	Intersex or other related term	No	56,000	1		56,000
		Total	56,000	1		56,000
	Male	No	95,745	1,775	57,250	82,000
		Yes	85,543	329	53,041	72,000
		Total	94,150	2,104	56,722	80,408
	Prefer to self-describe	No	57,500	2	7,071	57,500
		Total	57,500	2	7,071	57,500
	Transgender Man	No	64,250	2	32,173	64,250
		Total	64,250	2	32,173	64,250
	Transgender Woman	No	55,000	1		55,000
		Total	55,000	1		55,000
	Total	No	79,026	8,063	45,790	68,000
		Yes	72,938	2,480	41,010	64,520
Total		77,594	10,543	44,784	67,000	

## Section 2 Descriptive Data

This section provides data tables for components described in Section 2, including number of fundraising professionals; number of supervisees; satisfaction with salary and benefits package, and perception of salary negotiation; pay raise opportunities for meeting performance goals; reasons for considering job changes; work challenges; and overall career satisfaction. The tables are organized by year and gender. Note that, while Section 2 focused only on respondents who reported male or female gender and excluded others (blanks or reporting other genders), this section includes all gender types, as well as those missing gender.

### Organizational Size by Gender (Number of Fundraising Professionals)

Number of Fundraising Professionals								
Year	Gender	No Response	0 to 5	5.1-10	10.1-15	15.1-20	More than 20	Total
<b>2016</b>	Not Reported	1	12	1	1	0	1	16
	Female	58	1,202	198	80	33	167	1,738
	Male	20	260	56	22	12	52	422
	Total	79	1,474	255	103	45	220	2,176
<b>2017</b>	Not Reported	1	4	0	0	0	3	8
	Female	50	877	164	57	24	117	1,289
	Male	18	168	40	22	4	40	292
	Total	69	1,049	204	79	28	160	1,589
<b>2018</b>	Not Reported	10	158	28	10	4	31	241
	Female	31	1,217	234	121	77	214	1,894
	Gender non-conforming	0	3	0	1	0	0	4
	Intersex or other related term	0	0	1	0	0	0	1
	Male	5	287	68	33	10	64	467
	Prefer to self-describe	0	2	0	0	0	0	2
	Transgender Man	1	0	0	0	1	0	2
	Transgender Woman	0	1	0	0	0	0	1
	Total	47	1,668	331	165	92	309	2,612
<b>Total</b>	Not Reported	12	174	29	11	4	35	265
	Female	139	3,296	596	258	134	498	4,921
	Gender non-conforming	0	3	0	1	0	0	4
	Intersex or other related term	0	0	1	0	0	0	1
	Male	43	715	164	77	26	156	1,181
	Prefer to self-describe	0	2	0	0	0	0	2
	Transgender Man	1	0	0	0	1	0	2
	Transgender Woman	0	1	0	0	0	0	1
	Total	195	4,191	790	347	165	689	6,377

## Number of Supervisees by Gender

Year	Gender	Number of Supervisees				Total
		No Response	0	1 to 2	3 or more	
2018	Not Reported	0	122	71	48	241
	Female	3	840	637	414	1,894
	Gender non-conforming	0	2	2	0	4
	Intersex or other related term	0	1	0	0	1
	Male	0	180	161	126	467
	Prefer to self-describe	0	1	0	1	2
	Transgender Man	0	2	0	0	2
	Transgender Woman	0	0	0	1	1
	Total	3	1,148	871	590	2,612



## Satisfaction with Salary/Benefits Package by Gender

Year	Gender	Satisfaction with Salary/Benefits						Total
		No Response	No opinion	Very Satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	
<b>2014</b>	Not Reported	2	3	6	8	2	1	22
	Female	8	7	477	1,030	385	125	2,032
	Male	6	3	172	295	103	19	598
	Total	16	13	655	1,333	490	145	2,652
<b>2015</b>	Not Reported	1	0	1	6	2	1	11
	Female	10	5	297	651	212	76	1,251
	Male	3	2	108	150	59	15	337
	Total	14	7	406	807	273	92	1,599
<b>2016</b>	Not Reported	1	0	3	11	1	0	16
	Female	14	5	353	892	352	122	1,738
	Male	6	2	119	208	64	23	422
	Total	21	7	475	1111	417	145	2,176
<b>2017</b>	Not Reported	0	0	5	2	1	0	8
	Female	9	6	334	671	203	66	1,289
	Male	2	0	92	144	39	15	292
	Total	11	6	431	817	243	81	1,589
<b>2018</b>	Not Reported	151		27	42	16	5	241
	Female	7		555	875	350	107	1,894
	Gender non-conforming	0		0	1	2	1	4
	Intersex or other related term	0		0	0	1	0	1
	Male	5		154	228	61	19	467
	Prefer to self-describe	0		0	2	0	0	2
	Transgender Man	0		1	0	0	1	2
	Transgender Woman	0		0	0	1	0	1
	Total	163		737	1,148	431	133	2,612
<b>Total</b>	Not Reported	155	3	42	69	22	7	298
	Female	48	23	2016	4,119	1502	496	8,204
	Gender non-conforming	0	0	0	1	2	1	4
	Intersex or other related term	0	0	0	0	1	0	1
	Male	22	7	645	1,025	326	91	2,116
	Prefer to self-describe	0	0	0	2	0	0	2
	Transgender Man	0	0	1	0	0	1	2
	Transgender Woman	0	0	0	0	1	0	1
	Total	225	33	2,704	5,216	1854	596	10,628

## Perception of Salary Negotiation by Gender

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	5	14	19
	Female	879	1,141	2,020
	Male	181	416	597
	Total	1,065	1,571	2,636
<b>2015</b>	Not Reported	4	6	10
	Female	532	708	1,240
	Male	104	228	332
	Total	640	942	1,582
<b>2016</b>	Not Reported	4	11	15
	Female	769	957	1,726
	Male	137	281	418
	Total	910	1,249	2,159
<b>2017</b>	Not Reported	2	6	8
	Female	512	768	1,280
	Male	83	206	289
	Total	597	980	1,577
<b>2018</b>	Not Reported	101	116	217
	Female	762	1,115	1,877
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	136	322	458
	Prefer to self-describe	1	1	2
	Transgender Man	1	1	2
	Transgender Woman	1	0	1
	Total	1,007	1,555	2,562
<b>Total</b>	Not Reported	116	153	269
	Female	3,454	4,689	8,143
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	641	1,453	2,094
	Prefer to self-describe	1	1	2
	Transgender Man	1	1	2
	Transgender Woman	1	0	1
	Total	4,219	6,297	10,516

## Pay Raise Opportunities (based on achieving performance goals) by Gender

Pay Raise (Based on Achieving Performance Goals)								
Year	Gender	No Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
<b>2014</b>	Not Reported	0	3	3	9	3	4	22
	Female	19	297	441	398	388	489	2032
	Male	3	92	161	105	109	128	598
	Total	22	392	605	512	500	621	2652
<b>2015</b>	Not Reported	0	0	4	4	2	1	11
	Female	7	192	259	251	255	287	1251
	Male	4	54	76	77	52	74	337
	Total	11	246	339	332	309	362	1599
<b>2016</b>	Not Reported	0	3	2	5	3	3	16
	Female	16	243	355	357	369	398	1738
	Male	3	65	89	90	72	103	422
	Total	19	311	446	452	444	504	2176
<b>2017</b>	Not Reported	0	2	2	2	2	0	8
	Female	10	178	269	281	270	281	1289
	Male	1	55	60	49	54	73	292
	Total	11	235	331	332	326	354	1589
<b>2018</b>	Not Reported	26	20	46	59	47	43	241
	Female	41	182	352	413	537	369	1894
	Gender non-conforming	0	0	0	0	4	0	4
	Intersex or other related term	0	0	0	0	1	0	1
	Male	15	57	95	119	109	72	467
	Prefer to self-describe	0	0	0	0	1	1	2
	Transgender Man	0	0	0	1	0	1	2
	Transgender Woman	0	0	0	0	1	0	1
	Total	82	259	493	592	700	486	2612
<b>Total</b>	Not Reported	26	28	57	79	57	51	298
	Female	93	1,092	1,676	1,700	1,819	1,824	8,204
	Gender non-conforming	0	0	0	0	4	0	4
	Intersex or other related term	0	0	0	0	1	0	1
	Male	26	323	481	440	396	450	2,116
	Prefer to self-describe	0	0	0	0	1	1	2
	Transgender Man	0	0	0	1	0	1	2
	Transgender Woman	0	0	0	0	1	0	1
	Total	145	1,443	2,214	2,220	2,279	2,327	10,628

## Consideration of Changing Jobs by Gender

### *Considered Seeking Employment Elsewhere*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	8	6	14
	Female	1,030	972	2,002
	Male	308	280	588
	Total	1,346	1,258	2,604
<b>2015</b>	Not Reported	4	4	8
	Female	648	580	1,228
	Male	181	148	329
	Total	833	732	1,565
<b>2016</b>	Not Reported	9	4	13
	Female	888	825	1713
	Male	219	196	415
	Total	1,116	1,025	2,141
<b>2017</b>	Not Reported	4	4	8
	Female	625	645	1270
	Male	146	142	288
	Total	775	791	1,566
<b>2018</b>	Not Reported	215	26	241
	Female	1,247	647	1,894
	Gender non-conforming	1	3	4
	Intersex or other related term	1	0	1
	Male	314	153	467
	Prefer to self-describe	2	0	2
	Transgender Man	1	1	2
	Transgender Woman	0	1	1
	Total	1,781	831	2,612
<b>Total</b>	Not Reported	240	44	284
	Female	4,438	3,669	8,107
	Gender non-conforming	1	3	4
	Intersex or other related term	1	0	1
	Male	1,168	919	2,087
	Prefer to self-describe	2	0	2
	Transgender Man	1	1	2
	Transgender Woman	0	1	1
	Total	5,851	4,637	10,488

*Considered Seeking Promotion*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	12	2	14
	Female	1,493	485	1,978
	Male	480	101	581
	Total	1,985	588	2,573
<b>2015</b>	Not Reported	7	1	8
	Female	918	300	1,218
	Male	259	66	325
	Total	1,184	367	1,551
<b>2016</b>	Not Reported	10	3	13
	Female	1,242	458	1,700
	Male	328	81	409
	Total	1,580	542	2,122
<b>2017</b>	Not Reported	6	2	8
	Female	939	316	1,255
	Male	223	64	287
	Total	1,168	382	1,550
<b>2018</b>	Not Reported	224	17	241
	Female	1,544	350	1,894
	Gender non-conforming	1	3	4
	Intersex or other related term	1	0	1
	Male	399	68	467
	Prefer to self-describe	1	1	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	2,173	439	2,612
<b>Total</b>	Not Reported	259	25	284
	Female	6,136	1,909	8,045
	Gender non-conforming	1	3	4
	Intersex or other related term	1	0	1
	Male	1,689	380	2,069
	Prefer to self-describe	1	1	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	8,090	2,318	10,408

### Considered Self-Employment

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	13	1	14
	Female	1,796	158	1,954
	Male	503	66	569
	Total	2,312	225	2,537
<b>2015</b>	Not Reported	5	3	8
	Female	1,108	92	1,200
	Male	294	27	321
	Total	1,407	122	1,529
<b>2016</b>	Not Reported	12	2	14
	Female	1,514	158	1,672
	Male	360	46	406
	Total	1,886	206	2,092
<b>2017</b>	Not Reported	8	0	8
	Female	1,130	100	1,230
	Male	260	22	282
	Total	1,398	122	1,520
<b>2018</b>	Not Reported	238	3	241
	Female	1,799	95	1,894
	Gender non-conforming	3	1	4
	Intersex or other related term	1	0	1
	Male	443	24	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	0	1	1
	Total	2,488	124	2,612
<b>Total</b>	Not Reported	276	9	285
	Female	7,347	603	7,950
	Gender non-conforming	3	1	4
	Intersex or other related term	1	0	1
	Male	1,860	185	2,045
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	0	1	1
	Total	9,491	799	10,290

## Reasons for Considering Changing Jobs by Gender

### To Advance My Career

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	16	6	22
	Female	1,264	768	2,032
	Male	394	204	598
	Total	1,674	978	2,652
<b>2015</b>	Not Reported	8	3	11
	Female	789	462	1,251
	Male	217	120	337
	Total	1,014	585	1,599
<b>2016</b>	Not Reported	14	2	16
	Female	1,038	700	1,738
	Male	257	165	422
	Total	1,309	867	2,176
<b>2017</b>	Not Reported	6	2	8
	Female	806	483	1,289
	Male	165	127	292
	Total	977	612	1,589
<b>2018</b>	Not Reported	212	29	241
	Female	1,090	804	1,894
	Gender non-conforming	1	3	4
	Intersex or other related term	0	1	1
	Male	282	185	467
	Prefer to self-describe	1	1	2
	Transgender Man	0	2	2
	Transgender Woman	1	0	1
	Total	1,587	1,025	2,612
<b>Total</b>	Not Reported	256	42	298
	Female	4,987	3,217	8,204
	Gender non-conforming	1	3	4
	Intersex or other related term	0	1	1
	Male	1,315	801	2,116
	Prefer to self-describe	1	1	2
	Transgender Man	0	2	2
	Transgender Woman	1	0	1
	Total	6,561	4,067	10,628

*Frustrated with Work Environment*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	17	5	22
	Female	1,378	654	2,032
	Male	443	155	598
	Total	1,838	814	2,652
<b>2015</b>	Not Reported	8	3	11
	Female	832	419	1,251
	Male	242	95	337
	Total	1,082	517	1,599
<b>2016</b>	Not Reported	12	4	16
	Female	1,160	578	1,738
	Male	304	118	422
	Total	1,476	700	2,176
<b>2017</b>	Not Reported	3	5	8
	Female	865	424	1,289
	Male	214	78	292
	Total	1,082	507	1,589
<b>2018</b>	Not Reported	225	16	241
	Female	1,307	587	1,894
	Gender non-conforming	3	1	4
	Intersex or other related term	1	0	1
	Male	333	134	467
	Prefer to self-describe	1	1	2
	Transgender Man	0	2	2
	Transgender Woman	0	1	1
	Total	1,870	742	2,612
<b>Total</b>	Not Reported	265	33	298
	Female	5,542	2,662	8,204
	Gender non-conforming	3	1	4
	Intersex or other related term	1	0	1
	Male	1,536	580	2,116
	Prefer to self-describe	1	1	2
	Transgender Man	0	2	2
	Transgender Woman	0	1	1
	Total	7,348	3,280	10,628



## Gender Bias in Salary

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	22	0	22
	Female	1,945	87	2,032
	Male	597	1	598
	Total	2,564	88	2,652
<b>2015</b>	Not Reported	11	0	11
	Female	1,186	65	1,251
	Male	336	1	337
	Total	1,533	66	1,599
<b>2016</b>	Not Reported	14	2	16
	Female	1,668	70	1,738
	Male	422	0	422
	Total	2,104	72	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,229	60	1,289
	Male	291	1	292
	Total	1,528	61	1,589
<b>2018</b>	Not Reported	238	3	241
	Female	1,818	76	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	466	1	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	0	1	1
	Total	2,531	81	2,612
<b>Total</b>	Not Reported	293	5	298
	Female	7,846	358	8,204
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	2,112	4	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	0	1	1
	Total	10,260	368	10,628

*Greater Opportunity Elsewhere (note: not an available selection in 2018)*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	21	1	22
	Female	1,539	493	2,032
	Male	463	135	598
	Total	2,023	629	2,652
<b>2015</b>	Not Reported	9	2	11
	Female	913	338	1,251
	Male	267	70	337
	Total	1,189	410	1,599
<b>2016</b>	Not Reported	14	2	16
	Female	1,301	437	1,738
	Male	315	107	422
	Total	1,630	546	2,176
<b>2017</b>	Not Reported	5	3	8
	Female	975	314	1,289
	Male	210	82	292
	Total	1,190	399	1,589
<b>Total</b>	Not Reported	49	8	57
	Female	4,728	1,582	6,310
	Gender non-conforming	1,255	394	1,649
	Intersex or other related term	6,032	1,984	8,016
	Male	21	1	22
	Prefer to self-describe	1,539	493	2,032
	Transgender Man	463	135	598
	Transgender Woman	2,023	629	2,652
	Total	9	2	11

## To Get a Higher Salary

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	17	5	22
	Female	1,131	901	2,032
	Male	352	246	598
	Total	1,500	1,152	2,652
<b>2015</b>	Not Reported	8	3	11
	Female	665	586	1,251
	Male	195	142	337
	Total	868	731	1,599
<b>2016</b>	Not Reported	13	3	16
	Female	919	819	1,738
	Male	227	195	422
	Total	1,159	1,017	2,176
<b>2017</b>	Not Reported	5	3	8
	Female	734	555	1,289
	Male	165	127	292
	Total	904	685	1,589
<b>2018</b>	Not Reported	202	39	241
	Female	1,046	848	1,894
	Gender non-conforming	1	3	4
	Intersex or other related term	0	1	1
	Male	272	195	467
	Prefer to self-describe	1	1	2
	Transgender Man	0	2	2
	Transgender Woman	0	1	1
	Total	1,522	1,090	2,612
<b>Total</b>	Not Reported	245	53	298
	Female	4,495	3,709	8,204
	Gender non-conforming	1	3	4
	Intersex or other related term	0	1	1
	Male	1,211	905	2,116
	Prefer to self-describe	1	1	2
	Transgender Man	0	2	2
	Transgender Woman	0	1	1
	Total	5,953	4,675	10,628

*Lack of a Sense of Recognition*

Year	Gender	Response		
		No	Yes	Total
<b>2014</b>	Not Reported	20	2	22
	Female	1,697	335	2,032
	Male	510	88	598
	Total	2,227	425	2,652
<b>2015</b>	Not Reported	9	2	11
	Female	1,031	220	1,251
	Male	281	56	337
	Total	1,321	278	1,599
<b>2016</b>	Not Reported	16	0	16
	Female	1,445	293	1,738
	Male	364	58	422
	Total	1,825	351	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,075	214	1,289
	Male	250	42	292
	Total	1,333	256	1,589
<b>2018</b>	Not Reported	230	11	241
	Female	1,559	335	1,894
	Gender non-conforming	2	2	4
	Intersex or other related term	1	0	1
	Male	405	62	467
	Prefer to self-describe	2	0	2
	Transgender Man	0	2	2
	Transgender Woman	1	0	1
	Total	2,200	412	2,612
<b>Total</b>	Not Reported	283	15	298
	Female	6,807	1,397	8,204
	Gender non-conforming	2	2	4
	Intersex or other related term	1	0	1
	Male	1,810	306	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	0	2	2
	Transgender Woman	1	0	1
	Total	8,906	1,722	10,628

*To Seek More Challenging Work*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	20	2	22
	Female	1,530	502	2,032
	Male	463	135	598
	Total	2,013	639	2,652
<b>2015</b>	Not Reported	8	3	11
	Female	932	319	1,251
	Male	257	80	337
	Total	1,197	402	1,599
<b>2016</b>	Not Reported	13	3	16
	Female	1,313	425	1,738
	Male	313	109	422
	Total	1,639	537	2,176
<b>2017</b>	Not Reported	5	3	8
	Female	986	303	1,289
	Male	206	86	292
	Total	1,197	392	1,589
<b>2018</b>	Not Reported	217	24	241
	Female	1,297	597	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	0	1	1
	Male	326	141	467
	Prefer to self-describe	1	1	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	1,848	764	2,612
<b>Total</b>	Not Reported	263	35	298
	Female	6,058	2,146	8,204
	Gender non-conforming	4	0	4
	Intersex or other related term	0	1	1
	Male	1,565	551	2,116
	Prefer to self-describe	1	1	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	7,894	2,734	10,628

*To Spend more Time with Family*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	22	0	22
	Female	1,744	288	2,032
	Male	530	68	598
	Total	2,296	356	2,652
<b>2015</b>	Not Reported	10	1	11
	Female	1,059	192	1,251
	Male	312	25	337
	Total	1,381	218	1,599
<b>2016</b>	Not Reported	13	3	16
	Female	1,492	246	1,738
	Male	372	50	422
	Total	1,877	299	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,110	179	1,289
	Male	268	24	292
	Total	1,386	203	1,589
<b>2018</b>	Not Reported	236	5	241
	Female	1,691	203	1,894
	Gender non-conforming	2	2	4
	Intersex or other related term	1	0	1
	Male	432	35	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	0	1	1
	Total	2,366	246	2,612
<b>Total</b>	Not Reported	289	9	298
	Female	7,096	1,108	8,204
	Gender non-conforming	2	2	4
	Intersex or other related term	1	0	1
	Male	1,914	202	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	0	1	1
	Total	9,306	1,322	10,628

*To Move Closer to Family*

Year	Gender	Response		
		No	Yes	Total
<b>2014</b>	Not Reported	22	0	22
	Female	1,940	92	2,032
	Male	562	36	598
	Total	2,524	128	2,652
<b>2015</b>	Not Reported	10	1	11
	Female	1,197	54	1,251
	Male	323	14	337
	Total	1,530	69	1,599
<b>2016</b>	Not Reported	15	1	16
	Female	1,651	87	1,738
	Male	396	26	422
	Total	2,062	114	2,176
<b>2017</b>	Not Reported	7	1	8
	Female	1,233	56	1,289
	Male	265	27	292
	Total	1,505	84	1,589
<b>2018</b>	Not Reported	238	3	241
	Female	1,822	72	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	440	27	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	2,510	102	2,612
<b>Total</b>	Not Reported	292	6	298
	Female	7,843	361	8,204
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	1,986	130	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	10,131	497	10,628

## Personality Conflicts

Year	Gender	Response		
		No	Yes	Total
<b>2014</b>	Not Reported	22	0	22
	Female	1,795	237	2,032
	Male	553	45	598
	Total	2,370	282	2,652
<b>2015</b>	Not Reported	11	0	11
	Female	1,081	170	1,251
	Male	301	36	337
	Total	1,393	206	1,599
<b>2016</b>	Not Reported	16	0	16
	Female	1,514	224	1,738
	Male	381	41	422
	Total	1,911	265	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,124	165	1,289
	Male	265	27	292
	Total	1,397	192	1,589
<b>2018</b>	Not Reported	234	7	241
	Female	1,643	251	1,894
	Gender non-conforming	3	1	4
	Intersex or other related term	1	0	1
	Male	416	51	467
	Prefer to self-describe	2	0	2
	Transgender Man	1	1	2
	Transgender Woman	1	0	1
	Total	2,301	311	2,612
<b>Total</b>	Not Reported	291	7	298
	Female	7,157	1,047	8,204
	Gender non-conforming	3	1	4
	Intersex or other related term	1	0	1
	Male	1,916	200	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	1	1	2
	Transgender Woman	1	0	1
	Total	9,372	1,256	10,628



## Unrealistic Work Expectations

Year	Gender	Response		
		No	Yes	Total
<b>2014</b>	Not Reported	19	3	22
	Female	1,631	401	2,032
	Male	509	89	598
	Total	2,159	493	2,652
<b>2015</b>	Not Reported	10	1	11
	Female	984	267	1,251
	Male	283	54	337
	Total	1,277	322	1,599
<b>2016</b>	Not Reported	9	7	16
	Female	1,369	369	1,738
	Male	359	63	422
	Total	1,737	439	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,048	241	1,289
	Male	248	44	292
	Total	1,304	285	1,589
<b>2018</b>	Not Reported	235	6	241
	Female	1,583	311	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	391	76	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	2,219	393	2,612
<b>Total</b>	Not Reported	281	17	298
	Female	6,615	1,589	8,204
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	1,790	326	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	8,696	1,932	10,628

*Personal Values not Same as Organizational Values*

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	22	0	22
	Female	1,899	133	2,032
	Male	565	33	598
	Total	2,486	166	2,652
<b>2015</b>	Not Reported	11	0	11
	Female	1,161	90	1,251
	Male	316	21	337
	Total	1,488	111	1,599
<b>2016</b>	Not Reported	12	4	16
	Female	1,615	123	1,738
	Male	391	31	422
	Total	2,018	158	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,189	100	1,289
	Male	271	21	292
	Total	1,468	121	1,589
<b>2018</b>	Not Reported	237	4	241
	Female	1,746	148	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	426	41	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	2,419	193	2,612
<b>Total</b>	Not Reported	290	8	298
	Female	7,610	594	8,204
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	1,969	147	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	9,879	749	10,628

## Unsupportive Work Environment

Year	Gender	Response		Total
		No	Yes	
<b>2014</b>	Not Reported	18	4	22
	Female	1,719	313	2,032
	Male	514	84	598
	Total	2,251	401	2,652
<b>2015</b>	Not Reported	9	2	11
	Female	1,064	187	1,251
	Male	287	50	337
	Total	1,360	239	1,599
<b>2016</b>	Not Reported	14	2	16
	Female	1,476	262	1,738
	Male	368	54	422
	Total	1,858	318	2,176
<b>2017</b>	Not Reported	8	0	8
	Female	1,096	193	1,289
	Male	256	36	292
	Total	1,360	229	1,589
<b>2018</b>	Not Reported	236	5	241
	Female	1,598	296	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	408	59	467
	Prefer to self-describe	2	0	2
	Transgender Man	1	1	2
	Transgender Woman	1	0	1
	Total	2,251	361	2,612
<b>Total</b>	Not Reported	285	13	298
	Female	6,953	1,251	8,204
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	1,833	283	2,116
	Prefer to self-describe	2	0	2
	Transgender Man	1	1	2
	Transgender Woman	1	0	1
	Total	9,080	1,548	10,628

*Choices Offered Only in 2018:*

*To Obtain Better Benefits*

Year	Gender	Response		Total
		No	Yes	
2018	Not Reported	234	7	241
	Female	1768	126	1894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	441	26	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	234	7	241

*Other Reason*

Year	Gender	Response		Total
		No	Yes	
2018	Not Reported	238	3	241
	Female	1,764	130	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	432	35	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	2,444	168	2,612

*Plan to Retire*

Year	Gender	Response		Total
		No	Yes	
2018	Not Reported	240	1	241
	Female	1,874	20	1,894
	Gender non-conforming	4	0	4
	Intersex or other related term	1	0	1
	Male	463	4	467
	Prefer to self-describe	2	0	2
	Transgender Man	2	0	2
	Transgender Woman	1	0	1
	Total	2,587	25	2,612

## Work Challenges by Gender

Gender	Challenges	Year					Total
		2014	2015	2016	2017	2018	
<b>Not Reported</b>	No Response	7	3	1	0	227	238
	Competition from other assigned duties	1	1	0	0	5	7
	Insufficient authority to exercise professional judgment	1	1	0	0	0	2
	Insufficient Staff Personnel	4	4	7	2	4	21
	Insufficient understanding or appreciation of fundraising by the organization leadership	1	0	5	0	2	8
	None	6	2	2	1	0	11
	Other	2	0	1	5	3	11
	<b>Total</b>	<b>22</b>	<b>11</b>	<b>16</b>	<b>8</b>	<b>241</b>	<b>298</b>
<b>Female</b>	No Response	12	4	9	7	120	152
	Competition from other assigned duties	327	217	262	211	430	1,447
	Insufficient authority to exercise professional judgment	167	93	112	67	98	537
	Insufficient budget for fundraising	125	87	78	55	64	409
	Insufficient Staff Personnel	567	351	393	293	481	2,085
	Insufficient staff training	52	39	57	35	53	236
	Insufficient understanding or appreciation of fundraising by the organization leadership	379	210	133	101	148	971
	None	307	184	208	147	0	846
	Other	96	66	486	373	500	1,521
	<b>Total</b>	<b>2,032</b>	<b>1,251</b>	<b>1,738</b>	<b>1,289</b>	<b>1,894</b>	<b>8,204</b>
<b>Gender non-conforming</b>	Competition from other assigned duties					1	1
	Insufficient Staff Personnel					2	2
	Other					1	1
	<b>Total</b>					<b>4</b>	<b>4</b>
<b>Intersex or other related term</b>	No Response					1	1
	<b>Total</b>					<b>1</b>	<b>1</b>
<b>Male</b>	No Response	4	3	3	3	43	56
	Competition from other assigned duties	84	55	46	39	93	317
	Insufficient authority to exercise professional judgment	44	16	23	13	26	122
	Insufficient budget for fundraising	50	29	15	13	24	131
	Insufficient Staff Personnel	134	88	95	60	110	487
	Insufficient staff training	20	11	7	9	14	61
	Insufficient understanding or appreciation of fundraising by the organization leadership	116	56	34	29	34	269
	None	126	61	72	55	0	314
	Other	20	18	127	71	123	359
	<b>Total</b>	<b>598</b>	<b>337</b>	<b>422</b>	<b>292</b>	<b>467</b>	<b>2,116</b>
	Other					2	2

Gender	Challenges	Year					Total
		2014	2015	2016	2017	2018	
<b>Prefer to self-describe</b>	Total					2	2
<b>Transgender Man</b>	Insufficient Staff Personnel					1	1
	Other					1	1
	Total					2	2
<b>Transgender Woman</b>	Insufficient Staff Personnel					1	1
	Total					1	1
<b>Total</b>	No Response	23	10	13	10	391	447
	Competition from other assigned duties	412	273	308	250	529	1,772
	Insufficient authority to exercise professional judgment	212	110	135	80	124	661
	Insufficient budget for fundraising	175	116	93	68	88	540
	Insufficient Staff Personnel	705	443	495	355	599	2,597
	Insufficient staff training	72	50	64	44	67	297
	Insufficient understanding or appreciation of fundraising by the organization leadership	496	266	172	130	184	1,248
	None	439	247	282	203	0	1,171
	Other	118	84	614	449	630	1,895
	Total	2,652	1,599	2,176	1,589	2,612	10,628

## Overall Career Satisfaction by Gender

Year	Gender	Response					Total
		No Response	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	
2014	No Response	9	6	6	1	0	22
	Female	25	781	1,052	155	19	2,032
	Male	7	265	287	34	5	598
	Total	41	1,052	1,345	190	24	2,652
2015	No Response	3	4	3	1	0	11
	Female	13	461	659	104	14	1,251
	Male	4	137	175	20	1	337
	Total	20	602	837	125	15	1,599
2016	No Response	2	4	10	0	0	16
	Female	17	624	948	136	13	1,738
	Male	8	171	210	32	1	422
	Total	27	799	1,168	168	14	2,176
2017	No Response	0	4	3	1	0	8
	Female	10	473	694	106	6	1,289
	Male	4	132	136	18	2	292
	Total	14	609	833	125	8	1,589
2018	No Response	151	42	34	13	1	241
	Female	9	740	933	193	19	1,894
	Gender non-conforming	0	1	3	0	0	4
	Intersex or other related term	0	0	1	0	0	1
	Male	5	200	222	37	3	467
	Prefer to self-describe	0	1	1	0	0	2
	Transgender Man	0	1	1	0	0	2
	Transgender Woman	0	1	0	0	0	1
	Total	165	986	1,195	243	23	2,612
Total	No Response	165	60	56	16	1	298
	Female	74	3,079	4,286	694	71	8,204
	Gender non-conforming	0	1	3	0	0	4
	Intersex or other related term	0	0	1	0	0	1
	Male	28	905	1,030	141	12	2,116
	Prefer to self-describe	0	1	1	0	0	2
	Transgender Man	0	1	1	0	0	2
	Transgender Woman	0	1	0	0	0	1
	Total	267	4,048	5,378	851	84	10,628