



Michigan Nonprofit Association

Michigan Nonprofit

Compensation & Benefit Survey

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Produced by:

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INTRODUCTION

An appropriate compensation package (salaries, wages, and benefits) is significant to the success of any organization. Since compensation is often the largest expenditure for nonprofit organizations, it is important for it to be relevant and prudent as well as competitive.

This fifth statewide Michigan Nonprofit Compensation and Benefit Survey is the result of the MNA Management Support Organization's (MSO) intent to provide a comprehensive report on salaries and benefits paid to employees of 501(c)(3) nonprofit organizations throughout the state. The information in the salary survey is presented with the expectation that it will assist directors and board members in developing compensation plans that will result in successful recruitment and retention of employees.

Thanks to the 221 Michigan nonprofit organizations that contributed salary data to make this report possible! The report contains information on salaries for 18 job titles, education and experience required, benefits, various forms of paid time off, and executive demographics and compensation.

METHODOLOGY

Nonprofit organizations with 501(c)(3) status within the state of Michigan were invited to participate in the study during the late spring of 2010. To participate, organizations were required to employ at least one paid full-time or part-time person.

Respondents submitted data primarily through an online survey instrument. Print and digital versions of the survey were available on request. Organizations were contacted through mailings and other means of promotion. The mailing list of 8,779 nonprofit organizations was developed with Dr. Mark Wilson (Michigan State University) based on IRS Form 990 returns. Surveys with usable data were returned by 221 nonprofits.

Respondents selected job titles for positions currently filled within their organization from a list of 18 jobs. For positions with multiple responsibilities, respondents were asked to select jobs representative of a majority of the responsibilities. Data were collected for three salary rates: entry or lowest level, average, and maximum level. Means were calculated and reported for each level. The median was also calculated for the average salary. Minimum education is reported as a mode. Full-time compensation was reported in annual salary and part-time compensation in hourly rates. Full time status equals 35 hours or more and part time is less than 35 hours. The salaries reported do not include benefits or bonuses. CEO bonuses are reported in the executive compensation section.

Data for each job title are provided in four ways: total responses, operational budget, organization type, and population centers. To ensure confidentiality, no data are reported when there are fewer than three responses in any category. In reviewing the data, keep in mind that salaries vary for several reasons such as, organization philosophy, budget constraints, individual employee experience, education, performance, and geographic region.

Population centers are: Calhoun and Kalamazoo counties; Eastern Michigan (Bay, Genesee, Lapeer, Midland, and Saginaw counties); Mid Michigan (Clinton, Eaton, Ingham, and Jackson counties); Southeast Michigan (Macomb, Oakland, and Wayne counties); Traverse City Area (Antrim Benzie, Grand Traverse, Kalkaska, and Leelanau counties); Upper Peninsula (all counties); Washtenaw County; and West Michigan (Allegan, Kent, Muskegon, and Ottawa counties).

The data contained in this report are presented as descriptive information only. MNA, CRI, and the sponsors do not take a position on the appropriateness of salary ranges or benefits provided by nonprofit organizations.

Data were analyzed using the Statistical Package for the Social Sciences (SPSS).

RESPONDENT OVERVIEW – 221 Nonprofit Organizations in Michigan

The 221 nonprofit organizations from 45 counties that responded to the survey employ 6,698 full time employees, 4,424 part time employees, and 653 contractual workers. Respondents were asked to select an organization type which most closely characterized the mission of their organization. The categories listed are based on organization types as defined by the National Taxonomy of Exempt Entities nonprofit classification system. Forty-two percent (76) identified themselves as human service organizations. Fifty-seven percent (125) reported a 2009 fiscal year budget of \$1 million or less. Respondent characteristics are as follows:

2009 Fiscal Year Budget	Number	Percent	Organization Type	Number	Percent
\$100,000 and Under	23	10.6	Arts, Culture, Humanities	15	8.3
\$100,001-\$250,000	34	15.6	Education	19	10.6
\$250,001-\$500,000	40	18.3	Environment and Animals	9	5.0
\$500,001-\$1,000,000	28	12.8	Foundations and Philanthropy	13	7.2
\$1,000,001-\$2,500,000	45	20.6	Health	27	15.0
\$2,500,001-\$5,000,000	20	9.2	Human Service	76	42.2
\$5,000,001-\$10,000,000	8	3.7	Public/Society Benefit	17	9.4
More than \$10,000,000	20	9.2	Religious	4	2.2

Full time Employees	Number	Percent	Part time Employees	Number	Percent
0 – 2	68	23.9	0 – 2	80	28.2
3 – 5	37	13.0	3 – 5	41	14.4
6 – 10	30	10.6	6 – 10	30	10.6
11 – 20	27	9.7	11 – 20	17	6.3
21 – 50	26	9.5	21 – 50	18	6.8
51 – 100	8	3.1	51 – 100	10	3.9
100+	14	5.3	100+	12	4.7
No response	74	26.1	No response	76	26.8

Thirty-nine percent (86) of respondents reported an affiliation with a state, national, or international organization. In the past 12 months, positions were vacated voluntarily or involuntarily by 206 employees. Eighty percent of organizations (178) reported that they use volunteers; in the past 12 months organizations used 60,477 volunteers and reported 2,738,690 volunteer hours

Number of Respondent Organizations by County							
Allegan	2	Genesee	6	Livingston	1	Oceana	2
Alpena	3	Gladwin	1	Mackinac	1	Ogemaw	2
Barry	3	Gratiot	1	Macomb	1	Osceola	1
Bay	2	Grand Traverse	6	Marquette	4	Ottawa	8
Berrien	3	Hillsdale	4	Mason	1	Saginaw	5
Branch	1	Ingham	14	Midland	7	Sanilac	1
Calhoun	3	Jackson	4	Monroe	1	St. Clair	2
Charlevoix	4	Kalamazoo	13	Montcalm	0	Washtenaw	15
Cheboygan	2	Kent	27	Montmorency	1	Wayne	29
Chippewa	2	Lapeer	1	Muskegon	6		
Dickinson	2	Leelanau	1	Newaygo	3	Total	219
Emmet	9	Lenawee	1	Oakland	13		

COMPENSATION

Eighty-three percent (184) of organizations conducted an employee review or performance evaluation. Forty-one percent (91) of respondents provided a pay raise for employees for fiscal year 2009; 41.2 percent indicated that no salary increases were being given. The average pay raise was 2.0 percent of previous annual salary and ranged from 0 percent to 20 percent; the median pay raise was 2.0 percent.

Respondents Offering Salary Increases by Basis

Basis for Salary Increases	Number	Percent
Combination of COLA and merit	47	16.5
Merit only	26	9.2
COLA only	18	6.3
No salary increase given	91	32.0
No Response	102	35.9

Compensation packages vary by organizational size and budget. Roughly half of the survey respondents offer flexible work hours and nearly three of every ten survey respondents provide employees a paid lunch break.

Respondents Providing Features

Compensation Features	Number	Percent
Flexible work hours	149	52.5
Paid lunch break	81	28.5
Bonus or incentive program	31	10.9

Percent of Respondents Providing Features by Organization Type

Compensation Feature	Arts, Culture and Humanities	Education	Environment and Animals	Foundations and Philanthropy	Health	Human Service	Public Society Benefit	Religious
Flexible work hours	86.7	61.1	100.0	70.0	81.5	68.1	86.7	66.7
Paid lunch break	33.3	27.8	25.0	41.7	38.5	38.8	66.7	66.7
Bonus or incentive program	6.7	11.1	14.3	9.1	7.4	14.9	25.0	0.0

Percent of Respondents Providing Features by Budget

Compensation Feature	\$100,000 and Under	\$100,001 - \$250,000	\$250,001 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001 - \$2,500,000	\$2,500,001 - \$5,000,000	\$5,000,001 - \$10,000,000	More than \$10,000,000
Flexible work hours	88.9	71.9	77.1	69.2	76.7	75.0	87.5	52.6
Paid lunch break	23.5	41.9	52.6	52.0	44.2	21.1	57.1	19.6
Bonus or incentive program	0.0	12.5	18.4	20.8	16.7	16.7	0.0	26.3

BENEFITS

Health Coverage

Fifty-seven percent (126) of the survey respondents indicated that they offer health coverage to their employees; of those, 38 percent (83) reported that they also cover the spouse, 36 percent (80) cover children, and 6 percent (14) cover domestic partners.

Number of Respondents Offering Health Plans, by Health Plan Type and Eligibility

Health Plan Type	Number Eligible ...	
	Full Time	Part Time
Health Maintenance Organization (HMO)	52	9
Preferred Provider Organization (PPO)	60	13
Point of Service (POS)	9	2
Indemnity (Fee for Service)	0	0
High-Deductible Health Plan (HDHP) with a health savings account (HSA)	20	5

Percent of Respondents Offering Health Plans, by Health Plan and Organization Type

Health Plan Type	Arts, Culture and Humanities	Education	Environment and Animals	Foundations and Philanthropy	Health	Human Service	Public Society Benefit	Religious
HMO	13.3	31.6	11.1	7.7	33.3	22.4	17.6	50.0
PPO	20.0	21.1	22.2	46.2	51.9	21.1	35.3	25.0
POS	0.0	15.8	0.0	0.0	3.7	2.6	5.9	0.0
Indemnity (Fee for Service)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HDHP with HSA	20.0	5.3	0.0	0.0	7.4	15.8	5.9	25.0

Percent of Respondents Offering Health Plans, By Health Plan Type and Budget

Health Plan Type	\$100,000 and Under	\$100,000 - \$250,000	\$250,001 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001- \$2,500,000	\$2,500,001 - \$5,000,000	\$5,000,001 - \$10,000,000	More than \$10,000,000
HMO	4.4	5.9	15.0	21.4	33.3	35.0	62.5	50.0
PPO	8.7	14.7	27.5	35.7	35.6	30.0	37.5	40.0
POS	0.0	2.9	0.0	10.7	6.7	10.0	12.5	0.0
Indemnity (Fee for Service)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HDHP with HSA	4.4	2.9	12.5	7.1	11.1	5.0	25.0	15.0

On average, the monthly cost of the health insurance premium paid by the organization per employee was approximately \$1,934 (n=116). Of those offering health coverage, 91 percent (111) reported that health coverage included prescription drug coverage;

Twenty-four (54) offer a cafeteria/Section 125 plan to their employees

Other Benefits

Number of Organizations offering Various Benefits to Full Time/Part Time Employees and Percent of the Cost Paid by the Organization and Employee

Type of Benefit	Number offering to ...		Percent of plans paid by		
	Full time	Part time	Organization	Employee	Shared
Dental Insurance	79	15	43.6	10.3	46.2
Long-Term Care Insurance	7	2	50	33.3	16.7
Long-Term Disability Insurance	54	9	84.9	7.5	7.5
Short-Term Disability Insurance	60	9	75.9	17.2	6.9
Supplemental Life Insurance	19	8	22.2	77.8	0.0
Vision Insurance	54	14	43.4	15.1	41.5
Adoption Assistance Program	0	0	0.0	0.0	0.0
Child Care	5	4	0.0	40.0	60.0
Employee Assistance Program (EAP)	26	20	92.0	4.0	4.0
Tuition Reimbursement	21	6	23.8	0.0	76.2
Physical Fitness/Wellness Programs	9	7	88.9	0.0	11.1
Professional Development	54	30	81.5	0.0	18.5

Percent of Respondents Offering Various Benefits, by Benefit and Organization Type

Type of Benefit	Arts, Culture and Humanities	Education	Environment and Animals	Foundations and Philanthropy	Health	Human Service	Public Society Benefit	Religious
Dental Insurance	6.7	42.1	0.0	30.8	66.7	38.2	52.9	0.0
Life Insurance	20.0	31.6	33.3	30.8	70.4	40.8	52.9	25.0
Long-Term Care Insurance	0.0	10.5	0.0	0.0	7.4	2.6	5.9	0.0
Long-Term Disability Insurance	13.3	21.1	33.3	23.1	51.9	19.7	41.2	25.0
Short-Term Disability Insurance	6.7	31.6	22.2	30.8	55.6	30.3	23.5	0.0
Supplemental Life Insurance	0.0	5.3	0.0	7.7	37.0	6.6	5.9	0.0
Vision Insurance	0.0	36.8	11.1	7.7	40.7	30.3	29.4	0.0
Adoption Assistance Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Child Care	0.0	0.0	11.1	0.0	7.4	2.6	0.0	0.0
Employee Assistance Program (EAP)	0.0	10.5	0.0	7.7	33.3	13.1	11.8	0.0
Tuition Reimbursement	0.0	5.3	0.0	15.4	22.2	9.2	11.8	25.0
Physical Fitness/Wellness Programs	0.0	5.3	0.0	7.7	11.1	3.9	5.9	0.0
Professional Development	20.0	26.3	0.0	38.5	40.7	22.4	35.3	0.0

Percent of Respondents Offering Various Benefits, by Benefit Type and Budget

Type of Benefit	\$100,000 and Under	\$100,000 - \$250,000	\$250,001 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001 - \$2,500,000	\$2,500,001 - \$5,000,000	\$5,000,001 - \$10,000,000	More than \$10,000,000
Dental Insurance	4.3	14.7	25.0	42.9	48.9	60.0	87.5	60.0
Life Insurance	4.3	11.8	25.0	50.0	60.0	60.0	75.0	60.0
Long-Term Care Insurance	0.0	2.9	0.0	7.1	8.9	5.0	0.0	5.0
Long-Term Disability Insurance	0.0	5.9	20.0	39.3	42.2	35.0	25.0	25.0
Short-Term Disability Insurance	0.0	2.9	20.0	46.4	42.2	50.0	62.5	35.0
Supplemental Life Insurance	0.0	0.0	7.5	3.6	8.9	20.0	12.5	35.0
Vision Insurance	0.0	2.9	17.5	28.6	31.1	45.0	75.0	50.0
Adoption Assistance Program	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Child Care	0.0	0.0	0.0	3.6	6.7	0.0	12.5	0.0
Employee Assistance Program (EAP)	0.0	0.0	10.0	3.6	11.1	30.0	25.0	45.0
Tuition Reimbursement	4.3	0.0	7.5	3.6	11.1	10.0	37.5	35.0
Physical Fitness/Wellness Programs	8.7	2.9	2.5	0.0	2.2	0.0	0.0	25.0
Professional Development	17.4	26.5	20.0	25.0	31.1	10.0	25.0	45.0

RETIREMENT PLANS

Forty percent (89) of responding nonprofits offered a retirement plan to their employees. Of those offering a retirement plan, 46 percent (41) indicated that employees were immediately vested, or qualified to receive retirement benefits from the plan. Twenty-three percent (51) of organizations required employees to make contributions in order to receive employer contributions.

Percent of Organizations Offering Retirement Plans, by Plan and Organizational Type

Type of Retirement Plan	Arts, Culture and Humanities	Education	Environment and Animals	Foundations and Philanthropy	Health	Human Service	Public Society Benefit	Religious
403(b) Plan	6.7	26.3	22.2	15.4	25.9	21.1	41.2	0.0
401(k) Plan	0.0	5.3	0.0	7.7	18.5	11.8	5.9	0.0
Defined Benefit Plan	0.0	10.5	0.0	0.0	3.7	0.0	5.9	0.0
Saving Incentive Match Plans for Employees (SIMPLE IRA)	0.0	5.3	22.2	7.7	0.0	3.9	5.9	0.0
Simplified Employee Pension (SEP-IRA) Plan	0.0	5.3	0.0	15.4	7.4	3.9	0.0	0.0

Percent of Organizations Offering Retirement Plans, by Plan Type and Budget

Type of Retirement Plan	\$100,000 and Under	\$100,000 - \$250,000	\$250,001 - \$500,000	\$500,001 - \$1,000,000	\$1,000,001 - \$2,500,000	\$2,500,000 - \$5,000,000	\$5,000,001 - \$10,000,000	More than \$10,000,000
403(b) Plan	4.3	11.8	12.5	25.0	42.2	25.0	25.0	20.0
401(k) Plan	0.0	2.9	7.5	7.1	20.0	15.0	0.0	20.0
Defined Benefit Plan	0.0	2.9	0.0	0.0	4.4	5.0	0.0	5.0
Saving Incentive Match Plans for Employees (SIMPLE IRA)	0.0	5.9	7.5	7.1	6.7	10.0	0.0	0.0
Simplified Employee Pension (SEP-IRA) Plan	0.0	2.9	2.5	14.3	2.2	0.0	0.0	5.0

Percent of Organizations Offering Retirement Plans, by Plan Type

Type of Retirement Plan	Percent of Organizations
403(b) Plan	16.5
401(k) Plan	7.7
Defined Benefit Plan	1.8
Saving Incentive Match Plans for Employees (SIMPLE IRA)	4.2
Simplified Employee Pension (SEP-IRA) Plan	2.8

Number of Organizations Offering Retirement Plans, by Full Time/Part Time Status

Type of Retirement Plan	Full time	Part time
403(b) Plan	47	29
401(k) Plan	22	18
Defined Benefit Plan	5	2
Saving Incentive Match Plans for Employees (SIMPLE IRA)	12	9
Simplified Employee Pension (SEP-IRA) Plan	8	5

Percent of Organizations Contributing to Retirement Plans, by Plan Type

Type of Retirement Plan	Number
403(b) Plan	47
401(k) Plan	22
Defined Benefit Plan	5
Saving Incentive Match Plans for Employees (SIMPLE IRA)	12
Simplified Employee Pension (SEP-IRA) Plan	8

Five percent (12) of survey respondents indicated that they offer benefits to retirees; of those, 92% offered health insurance; 17% offered life insurance; and 25% offered dental insurance.

PAID TIME OFF

Time off policies vary based on full time or part time status and position. Seventy-two percent (160) of organizations allocated employees a specific number of vacation, sick, and personal days. Thirty-two percent (71) combined them into a paid time off (PTO) account to use at the employees' discretion.

Paid Time Off Benefits, by Length of Service and Full Time/Part Time Status

Length of Service	Average Number of Combined Paid Time Off (PTO) Days	
	Full time	Part time
Less than 1 year	13	5
1 – 2 Years	22	10
3 – 4 Years	27	11
5 or More Years	30	11

Average Number of Paid Time Off Days Offered for Full Time Employees, by Organization Type

Organization Type	Combined Paid Time Off (PTO)
Arts, Culture, Humanities	14.1
Education	13.3
Environment and Animals	19.8
Foundations and Philanthropy	26.9
Health	22.2
Human Service	19.7
Public Society Benefit	24.9
Religious	13.6

Average Number of Paid Time Off Days Offered to Full Time Employees, by Operational Budget

Operational Budget	Combined Paid Time Off (PTO)
\$100,000 and Under	9.7
\$100,001-\$250,000	14.7
\$250,001-\$500,000	21.4
\$500,001-\$1,000,000	18.3
\$1,000,001-\$2,500,000	21.3
\$2,500,001-\$5,000,000	27.9
\$5,000,001-\$10,000,000	36.8
More than \$10,000,000	21.6

Seventy-one percent (156) of survey respondents offer paid holidays; of those, the average number of days offered is 9 per year.

Average Number of Paid Holidays, by Organization Type

Organization Type	Holidays
Arts, Culture, Humanities	7
Education	9
Environment and Animals	9
Foundations and Philanthropy	10
Health	9
Human Service	9
Public Society Benefit	10
Religious	8

Average Number of Paid Holidays, by Budget

Operational Budget	Holidays
\$100,000 and Under	7
\$100,001-\$250,000	8
\$250,001-\$500,000	9
\$500,001-\$1,000,000	9
\$1,000,001-\$2,500,000	9
\$2,500,001-\$5,000,000	9
\$5,000,001-\$10,000,000	8
More than \$10,000,000	10

CEO/EXECUTIVE DIRECTOR

This section of the report contains compensation and demographic information for the organization’s top executive referred to in this study as the CEO. The CEO is responsible to the board of directors for the overall operation of the agency. Eighty-seven percent (193) of respondents indicated that their organization currently has a CEO; of those, 88 percent (169) are full-time (35 hours or more) and 10 percent (19) are part-time (less than 35 hours). Thirty-two percent (71) have a CEO that is a member of the board; of those, 52 percent (37) reported that the CEO is also a voting board member.

Of those that responded, 64 percent (123) of CEOs are female, 36 percent (69) are male; 43.4 percent (96) have been in the CEO position less than seven years; 38 percent (84) are 50-59 years old.

CEO by Gender, Age, and Length of Service as Current CEO

Age of Current CEO	Number	Percent ...		
		Male	Female	Total
29 years or less	2	1.4	0.8	1.0
30-39 years	19	10.1	9.8	9.9
40-49 years	43	21.7	23.0	22.5
50-59 years	84	46.4	42.6	44.0
60+ years	43	20.3	23.8	22.5

Length of Service as Current CEO	Number	Percent ...		
		Male	Female	Total
0-3 years	56	36.2	25.2	29.2
4-6 years	40	14.5	24.4	20.8
7-9 years	24	11.6	13.0	12.5
10+ years	72	37.7	37.4	37.5

Women are more likely than men to be CEOs of human service, foundations and philanthropy and health organizations,

Percent of CEOs, by Organization Type and Gender

Organization Type	Number	Percent ...	
		Male CEOs	Female CEOs
Arts, Culture, Humanities	14	42.9	57.1
Education	18	44.4	55.6
Environment and Animals	8	37.5	62.5
Foundations and Philanthropy	12	16.7	83.3
Health	24	29.2	70.8
Human Service	66	33.3	66.7
Public/Society Benefit	14	50.0	50.0
Religious	3	33.3	66.7

Percent of CEOs, by Budget and Gender

Organization Budget	Number	Percent ...	
		Male CEOs	Female CEOs
\$100,000 and Under	14	14.3	85.7
\$100,001-\$250,000	32	28.1	71.9
\$250,001-\$500,000	35	40.0	60.0
\$500,001-\$1,000,000	25	28.0	72.0
\$1,000,001-\$2,500,000	42	38.1	61.9
\$2,500,001-\$5,000,000	19	26.3	73.7
\$5,000,001-\$10,000,000	8	62.5	37.5
More than \$10,000,000	17	64.7	35.3

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Respondents indicated that CEO compensation was determined by: the entire board, 42.1 percent (93); by a special board committee, 36.2 percent (80); and by the board chair, 2.7 percent (6). Average salary for male CEOs was \$80,797 and for women \$62,815, a difference of \$17,982. One factor contributing to this overall difference appears to be the higher percentage of male CEOs in larger organizations in our sample. The table below compares median salaries of male and female CEOs by budget, organization type, and length of service.

Salary for Full Time CEOs, by Budget, Organization Type, Length of Service, and Gender

	Full time Male CEOs				Full time Female CEOs			
	Number	Median Salary	75% earn more than	25% earn more than	Number	Median Salary	75% earn more than	25% earn more than
All Responses	49	74,750	55,000	105,000	78	63,428	46,000	82,000
Operational Budget								
\$100,000 and Under	5	27,000	16,482	34,300
\$100,001-\$250,000	4	48,750	39,250	62,000	14	45,000	40,000	54,000
\$250,001-\$500,000	11	50,000	43,400	56,158	13	60,000	46,250	67,500
\$500,001-\$1,000,000	6	70,000	60,000	75,000	15	64,355	50,000	76,300
\$1,000,001-\$2,500,000	11	95,000	74,750	105,000	15	75,000	63,500	83,500
\$2,500,001-\$5,000,000	4	85,500	80,500	96,279	8	84,140	72,500	90,541
\$5,000,000-\$10,000,000	4	107,500	75,050	107,500	3	85,000	77,500	119,631
More than \$10,000,000	9	124,000	45,072	18,6562	5	138,257	130,503	141,429
Organization Type								
Arts, Culture, Humanities	4	74,000	60,500	145,500	5	45,000	45,000	62,000
Education	3	95,000	80,500	110,500	5	50,000	41,600	50,000
Environment and Animals	3	90,000	82,500	92,500	5	60,000	60,000	60,000
Foundations and Philanthropy	1	x	x	x	6	69,000	66,000	110,000
Health	6	95,779	74,750	110,000	14	81,140	67,000	86,000
Human Service	18	52,550	46,800	74,750	28	62,786	40,226	79,780
Public/Society Benefit	5	105,000	70,000	140,000	4	62,458	56,958	69,300
Religious	1	x	x	x
Length of Service								
0-3 yrs	15	67,275	43,500	100,000	27	60,000	45,000	80,000
4-6 yrs	7	62,315	47,900	108,779	15	60,000	46,000	67,000
7-9 yrs	7	80,000	60,000	107,925	8	56,000	36,500	77,100
10+ yrs	20	77,875	66,000	95,000	28	71,000	59,958	83,640

x Denotes fewer than three responses.
 . Indicates no responses.

CEO Bonus Programs and Pay Raises

A total of 14.9 percent (33) of respondents reported having a bonus program for their CEO; of those, 13.6 percent paid the bonus in cash compared to 0.5 percent that deferred the compensation. The average total bonus value was \$6,991 and ranged from \$15 to \$30,000. The average pay raise was 2.07 percent of the CEO’s previous annual salary.

On average, male CEOs received a bonus of \$8,618 and female CEOs received a bonus of \$5,829—a difference of \$2,789. Average pay raises were 1.84 percent for male CEOs and 2.12 percent for female CEOs.

Average CEO Bonus Value and Pay Raise, by Budget

Organization Budget	Bonus Value		Percent Pay Raise	
	Number	Average	Number	Average
\$100,000 and Under	-	-	10	0.6
\$100,001 - \$250,000	5	\$2,680	28	1.5
\$250,001 - \$500,000	3	\$4,000	28	2.4
\$500,001 - \$1,000,000	4	\$6,925	21	1.2
\$1,000,001 - \$2,500,000	6	\$7,572	36	3.1
\$2,500,001 - \$5,000,000	2	\$10,865	15	1.1
\$5,000,001 - \$10,000,000	1	\$10,000	6	0.9
More than \$10,000,000	3	\$12,505	15	3.6

Average CEO Bonus Value and Pay Raise, by Organization Type

Organization Type	Bonus Value		Percent Pay Raise	
	Number	Average	Number	Average
Arts, Culture, Humanities	2	\$1,000	12	1.8
Education	2	\$14,000	10	1.5
Environment and Animals	2	\$3,850	7	1.1
Foundations and Philanthropy	2	\$5,200	11	1.8
Health	2	\$7,328	22	1.2
Human Service	6	\$7,755	59	1.5
Public/Society Benefit	3	\$7,833	14	2.3
Religious	-	-	3	0.7

CEO Additional Benefits

Of the benefits listed below, CEOs were most likely to receive extra vacation followed by professional development and a cellular phone plan.

CEO Benefits	Percent
Extra vacation	38.4
Professional development	29.2
Cellular phone plan	26.8
Membership dues	22.5
Supplemental Life Insurance or premium paid	16.9
Expense allowance	18.3
Deferred compensation	8.1
Tuition reimbursement	5.3
Car	6.7

Percent of CEOs Offered Benefits, by Gender

CEO Benefits	Female	Male
Extra vacation	52.0	65.2
Professional Development	42.3	44.9
Cellular phone plan	33.3	50.7
Membership Dues	29.3	40.6
Supplemental Life Insurance or premium paid	17.9	37.7
Expense allowance	22.8	34.8
Deferred Compensation	10.6	14.5
Tuition Reimbursement	4.9	13.0
Car	7.3	14.5

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Executive Director/CEO/President/CPO - Responsible to the governing board for the overall operation of the agency, including strategic planning. Develops and maintains agency-wide policies and procedures. Ensures effective functioning of management staff, employees and volunteers through professional management and leadership practices.

	# of Orgs	Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	174	53,681	21.54	75,152	24.60	66,000	22.00	80,498	26.32	5.1	Bachelor's
Operational Budget											
\$100,000 and under	11	28,800	15.00	31,313	16.50	27,000	16.50	43,330	17.58	3.4	Bachelor's
\$100,001 - \$250,000	24	38,819	x	46,403	x	45,000	x	48,596	x	3.1	Bachelor's
\$250,001 - \$500,000	35	44,389	x	56,509	32.35	59,958	28.45	63,539	x	4.1	Bachelor's
\$500,001 - \$1,000,000	23	45,903	x	66,914	x	65,000	x	68,573	x	3.8	Bachelor's
\$1,000,001 - \$2,500,000	37	69,121	x	85,071	x	77,250	x	78,725	x	4.3	Master's
\$2,500,001 - \$5,000,000	20	48,750	x	87,876	x	84,140	x	95,363	x	4.4	Bachelor's
\$5,000,001 - \$10,000,000	7	79,305	.	103,480	.	100,000	.	156,854	.	5.7	Bachelor's
More than \$10,000,000	17	69,848	.	130,548	.	132,379	.	139,215	.	7.7	Bachelor's
Number of Employees											
1 - 2	14	41,667	32.00	45,643	x	50,000	x	49,500	35.80	4.3	Bachelor's
3 - 5	40	41,894	13.07	57,278	18.22	59,916	15.00	63,744	18.50	3.0	Bachelor's
6 - 10	30	46,055	x	59,164	x	50,000	x	58,159	x	4.1	Bachelor's
11 - 20	23	36,914	.	80,995	.	68,700	.	71,666	.	4.3	Bachelor's
21 - 50	27	58,845	.	75,433	.	74,750	.	88,783	.	4.3	Master's
51 - 100	14	100,000	.	99,441	.	82,279	.	112,000	.	3.6	Bachelor's
100 +	22	76,842	.	116,470	.	124,000	.	137,376	.	7.7	Bachelor's
Organization Type											
Arts, Culture, Humanities	12	67,500	.	75,444	x	62,000	x	80,750	.	3.9	Bachelor's
Education	12	22,486	x	70,895	x	58,000	x	51,383	x	2.5	Bachelor's
Environment and Animals	8	50,000	.	68,563	.	61,250	.	75,167	.	4.7	Bachelor's
Foundations, Philanthropy	10	47,750	x	82,404	x	72,000	x	85,132	.	4.6	Bachelor's
Health	24	63,311	18.25	88,147	21.92	82,279	18.50	118,725	x	4.9	Bachelor's*
Human Service	63	39,741	.	61,257	x	59,000	x	66,345	26.40	3.9	Bachelor's
Public/Society Benefit	12	54,375	x	86,016	x	70,000	x	66,000	x	5.9	Bachelor's
Religious	3	.	x	x	x	x	x	x	x	x	x

x Denotes fewer than three responses.
 . Indicates no responses.

* Two or more responses with same frequency (lowest education displayed)
 ** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

	# of Orgs	Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
Population Centers											
Calhoun and Kalamazoo	13	56,261	x	69,843	x	62,315	x	80,152	x	4.1	Bachelor's
Eastern Michigan ¹	9	56,600	x	70,400	x	67,000	x	74,400	x	3.8	x
Mid Michigan ²	16	46,250	x	76,207	x	69,300	x	77,214	x	4.0	Bachelor's
Southeast Michigan ³	31	65,033	x	101,041	x	83,640	x	125,853	x	5.9	Bachelor's
Traverse City Area ⁴	4	193,334	.	98,667	.	100,000	.	115,000	.	x	x
Upper Peninsula	5	27,333	x	50,967	x	50,100	x	59,000	x	4.4	Bachelor's
Washtenaw	11	58,889	.	69,505	.	60,000	.	81,657	.	4.4	Bachelor's
West Michigan ⁵	41	47,032	x	80,451	x	65,500	x	77,627	x	4.1	Bachelor's
Other	44	41,673	x	57,605	x	57,500	x	63,307	x	4.0	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

¹ Bay, Genesee, Lapeer, Midland, and Saginaw Counties
² Clinton, Eaton, Ingham, and Jackson Counties
³ Macomb, Oakland, and Wayne Counties
⁴ Benzie, Grand Traverse, Antrim, Kalkaska, and Leelanau Counties
⁵ Kent, Ottawa, Muskegon, and Allegan Counties

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Chief Operating Officer/Director of Operations - Oversees multi-departmental functions, including Human Resources, office systems, IT, and benefit coordination.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	34	30 (.97)	0 (0)	57,682	.	68,715	.	64,000	.	80,489	.	4.8	Bachelor's
Operational Budget													
\$100,000 and under
\$100,001 - \$250,000
\$250,001 - \$500,000	4	3 (1)	0 (0)	65,065	.	69,399	.	61,196	.	100,000	.	2.3	Bachelor's
\$500,001 - \$1,000,000	7	6 (.86)	0 (0)	34,084	.	35,878	.	40,000	.	43,000	.	4.5	Bachelor's
\$1,000,001 - \$2,500,000	7	7 (1)	0 (0)	52,750	.	64,555	.	61,238	.	76,333	.	4.0	Bachelor's
\$2,500,001 - \$5,000,000	5	4 (1)	0 (0)	62,000	.	69,420	.	72,276	.	74,138	.	5.8	Bachelor's
\$5,000,001 - \$10,000,000	3	3 (1)	0 (0)	73,619	.	84,607	.	90,000	.	127,398	.	5.0	x
More than \$10,000,000	8	7 (1)	0 (0)	79,750	.	102,603	.	106,000	.	109,250	.	6.7	Bachelor's
Organization Type													
Arts, Culture, Humanities	2	x	x	x	.	x	.	x	.	x	.	x	x
Education
Environment and Animals	3	x	x	x	.	x	.	x	.	x	.	x	x
Foundations, Philanthropy	1	x	x	x	.	x	.	x	.	x	.	x	x
Health	3	x	x	x	.	x	.	x	.	x	.	x	x
Human Service	12	12 (1)	0 (0)	51,350	.	63,046	.	61,196	.	71,617	.	3.7	Bachelor's
Public/Society Benefit	2	x	x	x	.	x	.	x	.	x	.	x	x
Religious	1	x	x	x	.	x	.	x	.	x	.	x	.
Population Centers													
Calhoun and Kalamazoo	3	3 (1)	0 (0)	52,000	.	58,333	.	42,000	.	46,000	.	.	Bachelor's
Eastern Michigan
Mid Michigan	5	4 (1)	0 (0)	42,500	.	48,275	.	48,000	.	50,750	.	3.8	Bachelor's
Southeast Michigan	7	5 (.83)	0 (0)	57,089	.	63,455	.	57,000	.	112,064	.	5.8	Master's
Traverse City Area	1	x	x	x	x	x	x	x	x	x	x	x	x
Upper Peninsula	1	x	x	x	x	x	x	x	x	x	x	x	x
Washtenaw	2	x	x	x	x	x	x	x	x	x	x	x	x
West Michigan	11	11 (1)	0 (0)	64,786	.	78,204	.	90,000	.	84,194	.	4.0	Bachelor's
Other	4	4 (1)	0 (0)	67,036	.	79,700	.	76,802	.	96,000	.	5.5	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Assistant Director/Deputy Director - Serves as assistant to the Executive Director. Acts for the Executive Director in his/her absence. May supervise program directors and be responsible for specific programs. May be assigned to assist the Executive Director in overall administration and operation of agency activities. Other titles may include: **Executive Vice President, Associate Executive Director, Branch Director.**

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	26	30 (1.3)	4 (.2)	64,086	.	85,511	.	85,000	.	88,546	.	4.7	Bachelor's
Operational Budget													
\$100,000 and under	0	.	x	.	x	.	x	.	x	.	x	x	x
\$100,001 - \$250,000	0	2 (.5)	2 (.5)	x	x	x	x	x	x	x	x	1.5	x
\$250,001 - \$500,000	1	x	x	x	.	x	.	x	.	x	.	x	x
\$500,001 - \$1,000,000	1	x	x	x	.	x	.	x	.	x	.	x	x
\$1,000,001 - \$2,500,000	1	9 (1.5)	1	41,400	.	75,832	x	69,375	x	51,750	.	3.5	Bachelor's
\$2,500,001 - \$5,000,000	0	3 (1)	0	x	.	x	.	x	.	x	.	x	x
\$5,000,001 - \$10,000,000	1	x	x	x	.	x	.	x	.	x	.	x	x
More than \$10,000,000	5	11 (2.2)	0	85,685	.	89,788	.	88,344	.	97,642	.	5.0	Bachelor's
Organization Type													
Arts, Culture, Humanities	1	x	x	x	.	x	.	x	.	x	.	x	x
Education	0	x	x	x	x	x	x	x	x	x	x	x	x
Environment and Animals	0	x	x	x	.	x	.	x	.	x	.	x	x
Foundations, Philanthropy	1	x	x	x	.	x	.	x	.	x	.	x	x
Health	0	3 (.75)	1 (.33)	51,667	x	60,000	x	55,000	x	x	x	3.0	x
Human Service	3	9 (1.13)	1 (.13)	22,264	x	53,654	x	44,623	x	54,981	x	2.4	Bachelor's
Public/Society Benefit	1	3	0	40,667	.	48,917	.	50,000	.	53,333	.	3.7	Bachelor's
Religious	0
Population Centers													
Calhoun and Kalamazoo	1	x	x	x	.	x	.	x	.	x	.	x	x
Eastern Michigan	0
Mid Michigan	0	x	x	x	.	x	.	x	.	x	.	x	Bachelor's
Southeast Michigan	2	6 (1.2)	0 (0)	40,667	.	46,000	.	50,000	.	63,333	.	3.0	x
Traverse City Area	0
Upper Peninsula	1	x	x	x	.	x	.	x	.	x	.	x	x
Washtenaw	0	x	.	x	.	x	.	x	.	.	.	x	x
West Michigan	5	16 (1.78)	2 (.2)	51,411	x	83,342	x	75,688	x	66,585	x	4.0	Bachelor's
Other	0	4 (.667)	2 (.33)	30,000	x	57,156	x	51,000	x	60,500	x	2.7	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Chief Financial Officer (CFO) - Responsible for overall budget development and management. Oversees fiscal operations, analysis and reporting, including accounting and contract management. Establishes financial and accounting systems and procedures. Provides management with information relative to financial plans, budgets, transactions, inventories, tax status, and related regulation. Ensures timely tax/government reports. Other titles may include: **Fiscal Officer, Chief Financial Executive.**

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	51	45 (1)	1 (.02)	51,676	x	72,275	x	61,000	x	81,206	.	5.0	Bachelor's
Operational Budget													
\$100,000 and under	0
\$100,001 - \$250,000	0
\$250,001 - \$500,000	0
\$500,001 - \$1,000,000	3	3 (1)	0 (0)	50,667	.	52,667	.	48,000	.	63,333	.	5.3	x
\$1,000,001 - \$2,500,000	14	13 (1)	0	34,434	.	57,611	.	52,647	.	63,858	.	3.9	Bachelor's
\$2,500,001 - \$5,000,000	12	10 (1)	1 (.1)	44,667	x	57,422	x	55,000	x	59,004	.	4.6	Bachelor's
\$5,000,001 - \$10,000,000	8	7 (7)	0 (0)	39,620	.	65,626	.	62,000	.	76,063	.	4.1	Bachelor's
More than \$10,000,000	14	12 (1)	0 (0)	83,589	.	104,635	.	95,000	.	130,706	.	6.5	Bachelor's
Organization Type													
Arts, Culture, Humanities	2	x	x	x	.	x	.	x	.	x	.	x	x
Education	2	x	x	x	.	x	.	x	.	x	.	x	x
Environment and Animals	1	x	.	x	.	x	.	x	.	x	.	x	x
Foundations, Philanthropy	2	x	x	x	.	x	.	x	.	x	.	x	x
Health	10	7 (1)	1 (.13)	79,140	x	95,607	x	83,000	.	114,897	.	5.2	Bachelor's
Human Service	17	16 (1)	0 (0)	37,021	.	59,639	.	55,000	.	70,480	.	3.9	Bachelor's
Public/Society Benefit	4	3 (1)	0 (0)	23,333	.	x	.	x	.	38,900	.	x	x
Religious	0
Population Centers													
Calhoun and Kalamazoo	5	4 (1)	0 (0)	42,599	.	61,325	.	59,150	.	61,522	.	4.7	Bachelor's
Eastern Michigan	0
Mid Michigan	4	3 (1)	0 (0)	36,667	.	73,833	.	75,000	.	68,900	.	5.7	x
Southeast Michigan	9	7 (1)	0 (0)	83,000	.	98,600	.	85,000	.	109,750	.	5.8	Bachelor's
Traverse City Area	4	3 (1)	1 (.25)	37,333	x	48,333	x	50,000	x	x	.	4.0	Bachelor's
Upper Peninsula	1	x	x	x	.	x	.	x	.	.	.	x	x
Washtenaw	4	4 (1)	0 (0)	75,000	.	92,667	.	98,000	.	109,308	.	5.0	Bachelor's
West Michigan	16	15 (1)	0 (0)	54,251	.	73,320	.	62,000	.	81,289	.	4.8	Bachelor's
Other	8	8 (1)	0 (0)	40,682	.	61,566	.	52,947	.	65,989	.	5.3	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Human Resources Director - Develops, implements, and administers human resource management programs. Responsibilities include managing employment and placement activities, orientation, training and development programs, and compensation planning. Participates in employee relation functions. Ensures understanding of and compliance with governmental regulations covering employees. May be responsible for health, safety, and employee recreation program.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	34	25 (.9)	3 (.12)	41,144	x	56,123	x	60,000	x	65,561	x	4.3	Bachelor's
Operational Budget													
\$100,000 and under
\$100,001 - \$250,000
\$250,001 - \$500,000	1	x	x	x	.	x	.	.	.	x	.	x	x
\$500,001 - \$1,000,000
\$1,000,001 - \$2,500,000	4	x	x	x	.	x	.	x	.	x	.	x	x
\$2,500,001 - \$5,000,000	7	3 (.6)	2 (.5)	x	x	x	x	x	x	x	x	3.0	x
\$5,000,001 - \$10,000,000	7	5 (.83)	1 (.67)	34,295	x	49,275	x	39,500	x	58,353	x	3.7	Bachelor's
More than \$10,000,000	15	14 (1)	0 (0)	47,039	.	64,130	.	68,000	.	73,181	.	5.3	Bachelor's
Organization Type													
Arts, Culture, Humanities	1	x	x	x	.	x	.	x	.	x	.	x	x
Education	4	x	x	.	x	.	x	.	x	.	x	x	x
Environment and Animals	1	x	.	.	.	x	.	x	.	x	.	x	x
Foundations, Philanthropy	1	x	x	x	.	x	.	x	.	x	.	x	x
Health	6	6 (1)	0 (0)	41,024	.	55,519	.	61,200	.	62,017	.	4.0	Bachelor's
Human Service	10	8 (1)	0 (0)	37,533	.	46,915	.	44,124	.	59,560	.	3.6	Bachelor's
Public/Society Benefit	1	x	x	.	.	x	.	x	.	.	.	x	x
Religious
Population Centers													
Calhoun and Kalamazoo	3	x	x	x	.	x	.	x	.	x	.	x	x
Eastern Michigan	1	x	x
Mid Michigan	1	x	x	.	.	x	.	x	.	.	.	x	x
Southeast Michigan	10	6 (.75)	2 (.29)	53,627	x	71,471	x	74,630	x	78,753	x	3.9	Bachelor's
Traverse City Area	0
Upper Peninsula	1	x	x	x	.	x	.	x	.	.	.	x	x
Washtenaw	2	x	x	x	.	x	.	x	.	x	.	x	x
West Michigan	11	9 (.9)	1 (.11)	36,541	x	53,701	x	54,124	x	62,436	x	3.8	Bachelor's
Other	5	5 (.89)	0 (0)	32,201	.	37,385	.	39,500	.	43,858	.	4.3	x

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Accountant - Performs a variety of advanced accounting functions following standard accounting procedures. Maintains general and/or subsidiary ledgers. Compiles all or part of monthly closing statements and performs accounting reconciliation. Duties may include accounts payable and receivable functions as well as preparation of agency payroll.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	58	39 (.85)	14 (.31)	35,308	19.38	43,268	20.51	41,500	18.00	46,715	22.68	3.4	Bachelor's
Operational Budget													
\$100,000 and under	0
\$100,001 - \$250,000	4	x	1	.	16.63	.	17.63	.	18.00	.	19.38	4.7	Bachelor's
\$250,001 - \$500,000	4	x	x	x	.	x	.	x	.	x	.	x	x
\$500,001 - \$1,000,000	8	2 (.29)	5 (.63)	x	21.75	x	24.25	x	18.50	x	x	4.0	Bachelor's
\$1,000,001 - \$2,500,000	12	11 (.92)	1 (.1)	26,569	x	36,556	x	38,532	x	32,714	x	2.1	Bachelor's
\$2,500,001 - \$5,000,000	9	7 (.88)	1 (.1)	42,875	.	50,361	.	49,181	.	60,039	.	4.0	Bachelor's
\$5,000,001 - \$10,000,000	7	5 (1)	2 (.33)	33,370	x	39,870	x	39,240	x	45,400	x	3.8	Bachelor's
More than \$10,000,000	14	12 (1.2)	0 (0)	41,013	.	48,163	.	48,000	.	51,594	.	3.9	Bachelor's
Organization Type													
Arts, Culture, Humanities	2	x	x	x	x	x	x	x	x	x	x	x	x
Education	5	2 (.5)	1 (.25)	x	x	x	x	x	x	x	x	3.3	Bachelor's
Environment and Animals	1
Foundations, Philanthropy	3	x	2	x	x	x	x	x	x	x	x	x	x
Health	10	10 (1.25)	1 (.13)	36,793	x	42,200	x	40,800	x	49,867	x	3.3	Bachelor's
Human Service	24	16 (.76)	7 (.35)	33,548	15.82	40,344	16.04	39,000	15.58	44,300	18.87	3.5	Bachelor's
Public/Society Benefit	2	x	x	x	x	x	x	x	x	x	x	x	x
Religious
Population Centers													
Calhoun and Kalamazoo	4	6 (1.5)	0 (0)	34,133	.	41,750	.	41,000	.	52,733	.	2.3	Bachelor's
Eastern Michigan	3	2 (.67)	x	x	x	x	x	x	x	x	x	x	x
Mid Michigan	4	3 (1)	1 (.33)	x	x	x	x	x	x	x	.	x	x
Southeast Michigan	16	6 (.75)	5 (.45)	41,600	24.50	46,972	25.00	52,000	20.00	52,000	26.25	3.5	Bachelor's
Traverse City Area	0
Upper Peninsula	2	x	x	x	.	x	x	x
Washtenaw	2	x	x	x	x	x	x	x	x	x	x	x	x
West Michigan	16	11 (.73)	4 (.29)	33,010	x	44,369	x	44,140	x	41,455	x	3.8	Bachelor's*
Other	11	9	2	34,600	x	42,857	x	39,000	x	48,584	x	3.4	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Accounting Assistant - Performs a variety of routine accounting functions following standard accounting procedures. Duties may include accounts payable and receivable functions as well as preparation of agency payroll. Other titles may include: **Financial Assistant**.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	33	27 (1.2)	9 (.38)	36,543	12.91	31,745	13.94	31,000	14.63	38,539	15.69	2.2	Some College
Operational Budget													
\$100,000 and under	1	x	x	x	x
\$100,001 - \$250,000	2	x	x	.	.	x	.	x	.	.	.	x	x
\$250,001 - \$500,000	0
\$500,001 - \$1,000,000	2	x	x	.	x	.	x	.	x	.	x	x	x
\$1,000,001 - \$2,500,000	7	2 (.5)	3 (.6)	x	x	x	x	x	x	x	x	1.5	x
\$2,500,001 - \$5,000,000	8	4 (.8)	1 (.2)	x	x	29,214	x	30,000	x	x	x	2.2	Some College
\$5,000,001 - \$10,000,000	5	6 (1.5)	3 (.6)	27,613	15.33	32,333	15.75	31,000	15.00	38,417	18.33	3.6	Some College
More than \$10,000,000	8	14 (3.5)	0 (0)	26,799	.	35,188	.	34,832	.	41,209	.	1.7	x
Organization Type													
Arts, Culture, Humanities	2	x	x	x	.	x	.	x	.	x	.	x	x
Education	4	2 (.67)	1 (.33)	x	x	x	x	x	x	x	x	2.3	x
Environment and Animals	0
Foundations, Philanthropy	1	x	x	.	x	.	x	.	x	.	x	x	x
Health	2	x	x	x	x	x	x	x	x	x	x	x	x
Human Service	13	8 (.8)	4 (.36)	23,885	12.81	30,013	13.70	30,500	13.71	32,742	15.13	2.3	Some College*
Public/Society Benefit	2	x	x	x	.	x	.	x	.	x	.	x	x
Religious	0
Population Centers													
Calhoun and Kalamazoo	3	x	x	x	x	x	x	x	x	x	x	x	x
Eastern Michigan	0
Mid Michigan	2	x	x	x	x	x	x	x	x	x	x	x	x
Southeast Michigan	7	x	1	x	x	x	x	x	x	x	x	2.7	x
Traverse City Area	1	x	x
Upper Peninsula	1	x	x	.	x	.	x	.	x	.	x	.	.
Washtenaw	2	x	x	x	.	x	.	x	.	x	.	x	x
West Michigan	12	5 (.56)	4 (.4)	24,046	13.00	31,133	13.14	31,832	12.42	32,556	13.33	2.1	High School
Other	5	4 (1)	1 (.25)	x	x	30,848	x	30,000	x	x	x	1.8	x

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Administrative Assistant - Provides confidential administrative and secretarial support to an individual or office, supplies information, maintains files, schedules appointments, prepares correspondence and reports, and relieves officials of minor administrative and business detail. Answers telephone, screens calls, may order and distribute agency supplies, responsible for preparation of board packets. Other titles may include: **Executive Secretary**.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	121	184 (1.8)	52 (.55)	31,691	11.07	29,093	12.62	29,000	12.50	35,387	13.98	2.2	High School
Operational Budget													
\$100,000 and under	4	2 (.5)	2 (.67)	x	x	x	x	x	x	x	x	2.8	x
\$100,001 - \$250,000	18	5 (.31)	13 (.72)	17,002	11.23	27,596	13.60	20,700	13.25	36,760	15.18	2.1	High School
\$250,001 - \$500,000	14	6 (.67)	6 (.67)	15,482	9.98	25,766	10.44	26,000	10.25	32,500	10.94	1.9	Some College
\$500,001 - \$1,000,000	15	7 (.5)	6 (.67)	13,160	12.13	34,794	13.17	35,553	13.25	35,910	13.56	2.5	Some College
\$1,000,001 - \$2,500,000	32	42 (1.5)	4 (.16)	23,356	10.00	24,566	12.32	26,166	12.60	32,061	x	2.0	Some College
\$2,500,001 - \$5,000,000	17	33 (2.2)	6 (.54)	20,716	10.95	29,822	11.52	30,000	12.20	35,259	x	2.4	Some College
\$5,000,001 - \$10,000,000	5	9 (1.8)	1 (.25)	26,099	14.50	35,167	x	31,084	x	39,932	x	2.2	High School
More than \$10,000,000	16	80 (8)	14 (1.4)	28,028	13.25	33,113	x	31,270	x	41,552	x	2.0	High School
Organization Type													
Arts, Culture, Humanities	9	3 (.38)	8 (1)	x	10.73	x	11.21	x	10.50	x	12.46	1.9	Some College
Education	7	5 (.83)	1 (.17)	31,400	x	45,700	x	44,000	x	57,875	x	2.0	Some College
Environment and Animals	5	6 (1.5)	2 (.67)	x	x	x	x	x	x	x	x	2.3	x
Foundations, Philanthropy	8	3 (.5)	5 (.71)	18,333	11.1	37,565	13.3	40,000	12.50	41,000	14.38	1.9	Some College
Health	16	29 (1.9)	2 (.17)	24,022	x	26,670	x	30,000	x	35,211	x	1.9	High School
Human Service	40	48 (1.4)	13 (.42)	19,783	10.93	27,118	12.95	27,658	12.81	32,357	13.77	2.1	High School
Public/Society Benefit	10	56 (6.2)	11 (1.2)	23,147	x	27,526	x	27,666	x	31,561	x	1.8	High School
Religious	1
Population Centers													
Calhoun and Kalamazoo	8	10 (1.4)	0 (0)	22,002	.	30,118	.	29,000	.	35,080	.	3.0	Some College
Eastern Michigan	4	3 (.75)	x	x	x	x	x	x	x	x	x	x	x
Mid Michigan	12	56 (5.6)	12 (1.2)	28,566	x	33,474	x	30,000	x	37,490	x	2.1	High School
Southeast Michigan	26	29 (1.5)	13 (.68)	22,875	11.24	30,045	12.95	30,000	12.73	37,288	14.77	2.1	High School
Traverse City Area	6	7 (1.2)	1 (.2)	12,954	x	24,951	x	22,000	x	33,267	x	2.3	Some College
Upper Peninsula	1	x	x	x	.	x	.	x	.	x	.	x	x
Washtenaw	9	10 (1.3)	1 (.14)	22,428	x	31,415	x	30,000	x	33,756	x	1.4	Some College
West Michigan	27	52 (2.4)	12 (.6)	14,760	11.00	21,606	12.84	26,251	12.55	30,949	12.95	2.5	High School
Other	28	16	11 (.48)	24,370	9.99	32,965	11.53	26,698	12.50	37,951	13.82	2.0	High School

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Bookkeeper - Maintains and records business transactions. Balances ledgers and prepares reports. Performs a variety of financial recordkeeping tasks. Typically reports to a manager or head of a unit/department.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	49	17 (.53)	21 (.58)	25,060	12.42	35,274	14.84	34,000	14.00	39,875	15.55	2.3	Some College
Operational Budget													
\$100,000 and under	2	x	x	x	x	.	x	.	x	.	x	x	x
\$100,001 - \$250,000	7	0 (0)	6 (.86)	.	13.00	.	13.73	.	12.70	.	17.00	1.8	Bachelor's
\$250,001 - \$500,000	9	1 (.17)	6 (.86)	x	13.40	x	14.49	x	15.00	x	16.88	1.3	x
\$500,001 - \$1,000,000	8	4 (.67)	2 (.29)	21,500	x	31,865	x	30,000	x	35,375	x	3.2	Some College
\$1,000,001 - \$2,500,000	11	4 (.57)	4 (.57)	21,700	12.88	39,121	19.75	40,000	19.50	44,380	x	2.0	Some College
\$2,500,001 - \$5,000,000	4	x	x	x	.	x	.	x	.	x	.	x	x
\$5,000,001 - \$10,000,000	2	x	x	x	x	x	x	x	x	.	x	x	x
More than \$10,000,000	6	4 (1)	1 (.25)	29,071	x	36,333	x	35,000	x	38,120	x	3.0	High School
Organization Type													
Arts, Culture, Humanities	5	1 (.33)	3 (.6)	x	14.83	x	15.50	x	14.00	x	15.83	1.8	x
Education	4	2 (.5)	1 (.25)	x	x	x	x	x	x	x	x	1.8	Some College*
Environment and Animals	3	x	x	x	x	x	x	x	x	x	x	x	x
Foundations, Philanthropy	0
Health	7	3 (.5)	4 (.57)	30,933	10.38	40,021	15.75	40,000	14.00	46,507	15.00	3.7	Bachelor's
Human Service	15	6 (.67)	6 (.6)	25,619	11.59	30,500	13.05	29,980	12.00	33,453	15.67	2.0	Some College
Public/Society Benefit	2	x	x	x	.	x	x	x	x	x	x	x	x
Religious	2	x	x	.	x	.	x	.	x	.	x	x	x
Population Centers													
Calhoun and Kalamazoo	5	2 (.67)	2 (.5)	x	x	x	x	x	x	x	x	1.7	x
Eastern Michigan	0
Mid Michigan	3	x	x	x	x	x	x	x	x	x	x	x	x
Southeast Michigan	10	6 (.75)	2 (.25)	32,167	x	39,040	x	40,000	x	43,900	.	3.8	Some College
Traverse City Area	2	x	x	.	x	.	x	.	x	.	.	x	x
Upper Peninsula	2	x	x	x	x	x	x	x	x	.	x	x	x
Washtenaw	1
West Michigan	14	5 (.56)	6 (.75)	28,071	13.52	x	13.69	x	16.64	38,120	16.67	2.4	Bachelor's
Other	12	2 (.29)	8 (.8)	x	11.57	x	14.84	x	12.25	x	14.64	2.1	Some College

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Receptionist - Responsible for receiving and routing phone calls, which may include multiple lines. Provides greeting and general information to callers and visitors. May also perform routine clerical duties as needed.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	66	43 (.86)	65 (1.4)	18,488	8.97	22,972	9.99	23,000	10.50	26,847	11.92	1.2	High School
Operational Budget													
\$100,000 and under	2	x	x	x	x	x
\$100,001 - \$250,000	1	x	x	x	.	x	.	x	.	x	.	x	x
\$250,001 - \$500,000	7	1 (.17)	13 (1.9)	x	9.80	x	9.90	x	10.00	x	9.67	0.7	High School
\$500,001 - \$1,000,000	6	2 (.5)	7 (1.4)	x	x	x	x	x	x	x	x	1.6	High School
\$1,000,001 - \$2,500,000	18	10 (.67)	19 (1.4)	20,475	7.65	23,345	9.18	22,000	9.86	28,085	11.42	1.0	High School
\$2,500,001 - \$5,000,000	14	10 (1.3)	7 (1.4)	19,340	9.38	23,959	x	23,500	x	25,000	x	1.8	High School
\$5,000,001 - \$10,000,000	4	12 (3)	4 (1)	14,548	x	16,183	x	20,860	x	18,231	x	1.5	High School
More than \$10,000,000	14	6 (.6)	15 (1.5)	21,171	10.20	25,059	11.33	25,750	10.57	28,175	14.07	0.8	High School
Organization Type													
Arts, Culture, Humanities	4	1 (.25)	11 (2.8)	x	x	x	x	x	x	x	x	0.5	High School
Education	4	x	x	.	x	.	x	.	x	.	x	1.0	High School
Environment and Animals	2	x	.	.	.	x	.	x	.	x	.	x	x
Foundations, Philanthropy	1	x	x	x	.	x	.	x	.	x	.	x	x
Health	13	20 (1.7)	9 (.9)	21,161	10.19	24,885	11.44	24,500	11.25	29,843	12.50	1.1	High School
Human Service	24	14 (.7)	19 (1)	17,377	8.09	21,400	9.22	22,000	10.00	23,482	11.61	1.3	High School
Public/Society Benefit	1
Religious	2	x	x	x	.
Population Centers													
Calhoun and Kalamazoo	7	13 (2.6)	1 (.2)	23,913	x	27,550	x	28,000	x	37,040	x	1.5	High School
Eastern Michigan	2	x	x	.	x	.	x	.	x	.	x	x	x
Mid Michigan	5	1 (.33)	2 (.67)	x	x	x	x	x	x	x	x	0.3	High School*
Southeast Michigan	16	4 (.36)	15 (1.4)	20,200	9.57	27,667	10.07	28,000	10.57	30,000	13.43	1.5	High School
Traverse City Area	3	3 (1)	x	12,476	.	19,280	.	19,760	.	x	.	1.3	High School
Upper Peninsula	1	x	x	x	.	x	.	x	.	.	.	x	x
Washtenaw	1	x	x	x	.	x	.	x	.	x	.	x	x
West Michigan	17	11 (1)	24 (2.4)	12,376	8.86	19,124	10.13	23,000	10.25	18,713	11.64	0.9	High School
Other	14	9 (.69)	13 (1.1)	19,223	8.14	21,960	9.46	22,000	10.50	26,016	10.83	1.0	High School

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Director of Information Technology - Oversees the selection, purchase, installation, and maintenance of all information technology including telephones, copiers, faxes, and both network and desktop hardware and software. Provides strategic direction for the organization in the overall development and implementation of a technology plan.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	25	18 (.86)	1 (.05)	49,028	x	62,617	x	61,538	x	67,886	x	3.8	Bachelor's
Operational Budget													
\$100,000 and under	1	x	x
\$100,001 - \$250,000	0
\$250,001 - \$500,000	0
\$500,001 - \$1,000,000	1	x	x	x	.
\$1,000,001 - \$2,500,000	6	4 (.8)	1 (.2)	41,153	x	54,770	x	52,041	x	51,742	x	2.6	Bachelor's
\$2,500,001 - \$5,000,000	3	x	x	x
\$5,000,001 - \$10,000,000	3	3 (1)	0 (0)	42,433	.	50,733	.	52,200	.	56,400	.	4.3	x
More than \$10,000,000	11	9 (1)	0 (0)	55,229	.	70,996	.	67,500	.	79,728	.	4.5	Bachelor's
Organization Type													
Arts, Culture, Humanities	1	x	x
Education	1	x	x	x	.	x	.	x	.	x	.	x	x
Environment and Animals	0
Foundations, Philanthropy	0
Health	3	3 (1)	0 (0)	59,767	.	80,067	.	80,000	.	90,733	.	3.7	Bachelor's
Human Service	10	8 (.9)	1 (.1)	39,544	x	46,246	x	42,543	x	54,630	x	2.9	Bachelor's
Public/Society Benefit	1	x	x	.	.	x	.	x	.	.	.	x	x
Religious	1
Population Centers													
Calhoun and Kalamazoo	2	x	x	x	.	x	.	x	.	x	.	x	x
Eastern Michigan	0
Mid Michigan	2	x	x	x	.	x	.	x	.	x	.	x	x
Southeast Michigan	7	4 (.8)	0 (0)	x	.	x	.	x	.	x	.	2.0	Bachelor's
Traverse City Area	1	x	x
Upper Peninsula	0
Washtenaw	2	x	x	x	.	x	.	x	.	x	.	x	x
West Michigan	7	6 (1)	0 (0)	39,827	x	51,514	x	42,543	x	59,378	x	4.3	Bachelor's
Other	4	3 (.75)	1 (.25)	47,506	x	62,616	x	61,538	x	67,886	x	3.0	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Web Site Developer - Designs and maintains text and graphic interface as well as interactive components of organizational web sites. Continually updates and amends site graphics and information and includes improvements and features developments.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	15	5 (.45)	6 (.6)	30,250	20.30	34,051	27.60	34,154	22.00	38,025	25.00	3.1	Bachelor's
Operational Budget													
\$100,000 and under	0
\$100,001 - \$250,000	2	x	x	.	x	.	x	.	x	.	x	x	x
\$250,001 - \$500,000	0
\$500,001 - \$1,000,000	2	x	x	.	x	.	x	.	x	.	x	x	x
\$1,000,001 - \$2,500,000	7	3 (.75)	1 (.25)	x	x	x	x	x	x	x	x	2.3	x
\$2,500,001 - \$5,000,000	2	x	x	x	.	x	.	x	.	.	.	x	x
\$5,000,001 - \$10,000,000	2	x	x	.	x	.	x	.	x	.	x	x	x
More than \$10,000,000	0
Organization Type													
Arts, Culture, Humanities	1
Education	1	x	x	.	x	.	x	.	x	.	x	x	x
Environment and Animals	0
Foundations, Philanthropy	0
Health	2	x	x	.	x	.	x	.	x	.	x	x	x
Human Service	3	x	x	x	.	x	.	x	.	x	.	x	x
Public/Society Benefit	2	x	x	x	.	x	.	x	.	x	.	x	x
Religious	1
Population Centers													
Calhoun and Kalamazoo	0
Eastern Michigan	0
Mid Michigan	2	x	x	x	x	x	x	x	x	x	x	x	.
Southeast Michigan	3	0 (0)	2 (.67)	.	x	.	x	.	x	.	x	3.7	x
Traverse City Area	1
Upper Peninsula	1	x	x	x	.	x	.	x	.	x	.	x	x
Washtenaw	0
West Michigan	5	3 (.75)	1 (.33)	x	x	x	x	x	x	.	x	x	x
Other	3	x	x	.	x	.	x	.	x	.	x	x	x

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Graphic Designer – Supervises creative design and develops final visual images that communicate the organization’s marketing objectives to the consumer utilizing familiarity with a variety of the field’s concepts, practices and procedures.

	# of Orgs	Total (Mean) # of Employees		Mean of “Entry Level Salary”		Mean of “Average Salary Paid”		Median of “Average Salary Paid”		Mean of “Maximum Level Salary”		Mean of “Minimum Years of Experience Required”	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	15	5 (.71)	3 (.43)	27,933	x	35,225	15.13	32,517	17.50	43,412	x	1.9	Bachelor’s
Operational Budget													
\$100,000 and under	0
\$100,001 - \$250,000	3	x	x	.	x	.	x	.	x	.	x	x	x
\$250,001 - \$500,000	0
\$500,001 - \$1,000,000	0
\$1,000,001 - \$2,500,000	3
\$2,500,001 - \$5,000,000	5	3 (1)	0 (0)	x	.	x	.	x	.	x	.	2.7	x
\$5,000,001 - \$10,000,000	1	x	x	.	x	.	x	.	x	.	x	x	x
More than \$10,000,000	3	x	x	x	.	x	.	x	.	x	.	x	x
Organization Type													
Arts, Culture, Humanities	3	x	x	x	.	x	.	x	.	x	.	x	x
Education	3	x	x	x	.	x	.	x	.	x	.	x	x
Environment and Animals	0
Foundations, Philanthropy	0
Health	1	x	x	.	.	.	x	.	x	.	.	x	x
Human Service	0
Public/Society Benefit	2	x	x	x	.	x	.	x	.	x	.	x	x
Religious	1
Population Centers													
Calhoun and Kalamazoo	1
Eastern Michigan	0
Mid Michigan	1	x	x	x	.	x	.	x	.	x	.	x	x
Southeast Michigan	4	2 (.67)	1 (.33)	x	x	x	x	x	x	x	x	2.3	x
Traverse City Area	1
Upper Peninsula	0
Washtenaw	1	x	x	x	.	x	.	x	.	x	.	x	x
West Michigan	5	x	x	.	x	.	x	.	x	.	x	x	x
Other	2	x	x	.	.	.	x	.	x	.	.	x	x

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Marketing/Public Relations - Administers and supervises the public relations program of the organization, which may include the public promotion of the organization's objectives and activities through the media. Prepares and edits public information pamphlets and publications such as general bulletins, annual reports, and newsletters. Maintains liaison with editors, writers, and producers of news and information material. Other titles may include: **Editor**.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	45	26 (.74)	12 (.36)	40,057	14.44	51,853	19.66	51,750	18.75	60,365	24.21	3.5	Bachelor's
Operational Budget													
\$100,000 and under	0
\$100,001 - \$250,000	2	x	x	.	x	x	x
\$250,001 - \$500,000	2	x	x	.	x	.	x	.	x	.	x	x	x
\$500,001 - \$1,000,000	3	x	x	x	.	x	.	x	.	x	.	x	x
\$1,000,001 - \$2,500,000	14	10 (.83)	5 (.45)	35,631	x	47,424	x	48,727	x	53,643	x	2.6	Bachelor's
\$2,500,001 - \$5,000,000	11	5 (.71)	3 (.43)	38,250	x	44,791	x	47,750	x	52,500	x	3.7	Bachelor's
\$5,000,001 - \$10,000,000	4	3 (.75)	1 (.25)	41,667	x	57,253	x	69,000	x	77,000	x	4.5	x
More than \$10,000,000	9	6 (1)	0 (0)	47,641	.	61,461	.	61,056	.	68,962	.	5.2	Bachelor's
Organization Type													
Arts, Culture, Humanities	3	2 (.67)	0 (0)	x	.	x	.	x	.	x	.	x	x
Education	4	1 (.33)	2 (.67)	x	x	x	x	x	x	x	x	3.7	x
Environment and Animals	2	x	.	x	.	x	.	x	.	x	.	x	x
Foundations, Philanthropy	2	x	x	x	x	x	x	x	x	x	x	x	x
Health	4	3 (.75)	1 (.33)	x	x	x	x	x	x	x	x	5.3	Bachelor's
Human Service	13	9 (.82)	2 (.18)	32,400	x	45,410	x	37,200	x	51,973	x	2.7	Bachelor's
Public/Society Benefit	4	4 (1.3)	0 (0)	39,350	.	54,997	.	57,537	.	62,167	.	3.7	Bachelor's
Religious	1
Population Centers													
Calhoun and Kalamazoo	3	x	x	x	.	x	.	x	.	x	.	x	x
Eastern Michigan	0
Mid Michigan	3	x	x	x	.	x	.	x	.	x	.	x	x
Southeast Michigan	9	5 (.83)	2 (.4)	x	x	x	x	x	x	x	x	2.8	Bachelor's
Traverse City Area	2	x	x	x	.	x	.	x	.	x	.	x	x
Upper Peninsula	3	2 (.67)	1 (.33)	x	.	x	x	x	x	x	x	3.7	Bachelor's
Washtenaw	3	3 (1)	0 (0)	61,333	.	75,000	.	70,000	.	93,667	.	6.0	x
West Michigan	15	8 (.73)	6 (.55)	41,029	x	49,621	x	46,000	x	52,544	x	3.9	Bachelor's
Other	7	4 (.57)	3 (.5)	36,000	12.67	41,350	x	36,400	x	48,333	x	2.3	Bachelor's

x Denotes fewer than three responses.
 . Indicates no responses.

** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Development Director - Administers and/or supervises fundraising programs for the organization including corporate fundraising, direct mail, special events, proposal writing, and planned giving. May also supervise or have the responsibility for public relations or marketing for the organization. Other titles may include: **Director of Major Gifts, Fund Development Officer.**

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	60	39 (.8)	10 (.2)	40,473	20.52	52,599	25.92	47,500	24.75	61,254	29.65	3.6	Bachelor's
Operational Budget													
\$100,000 and under	1	x	x	x	.	x	.	x	.	.	.	x	x
\$100,001 - \$250,000	3	x	1 (.33)	x	x	x	x	x	x	x	.	x	x
\$250,001 - \$500,000	5	2 (.5)	2 (.5)	x	x	x	x	x	x	x	x	3.5	Bachelor's
\$500,001 - \$1,000,000	10	7 (.78)	2 (.22)	33,714	x	42,285	x	40,996	x	48,143	x	4.0	Bachelor's
\$1,000,001 - \$2,500,000	17	11 (.79)	3 (.21)	30,800	x	45,831	x	43,500	x	46,569	x	3.0	Bachelor's
\$2,500,001 - \$5,000,000	12	7 (.78)	2 (.33)	40,250	x	48,167	x	51,500	x	61,200	x	3.7	Bachelor's
\$5,000,001 - \$10,000,000	5	4 (1)	0 (0)	61,250	.	69,250	.	72,500	.	76,500	.	4.5	x
More than \$10,000,000	7	6 (1)	0 (0)	69,750	.	83,330	.	78,000	.	109,250	.	4.3	Bachelor's
Organization Type													
Arts, Culture, Humanities	3	x	1 (.33)	x	x	x	x	x	x	x	.	x	x
Education	7	4 (.67)	2 (.33)	33,000	x	47,500	x	39,000	x	45,667	x	2.8	Bachelor's
Environment and Animals	5	2 (.67)	x	x	x	x	x	x	x	x	x	3.7	Bachelor's
Foundations, Philanthropy	2	x	x	x	.	x	.	x	.	x	.	x	x
Health	7	6 (1)	0 (0)	53,250	.	65,358	.	58,375	.	100,750	.	3.8	Bachelor's
Human Service	18	14 (.82)	3 (.19)	35,417	21.33	49,600	23.00	42,000	18.00	56,427	x	3.5	Bachelor's
Public/Society Benefit	6	4 (.8)	0 (0)	38,250	.	42,667	.	128,000	.	43,500	.	3.0	Bachelor's
Religious	1
Population Centers													
Calhoun and Kalamazoo	5	3 (.75)	1 (.25)	36,333	.	39,333	.	38,000	.	44,333	.	3.3	Bachelor's
Eastern Michigan	2	x	x	x	x	x	x	x	x	x	x	x	x
Mid Michigan	3	x	x	x	.	x	.	x	.	x	.	x	x
Southeast Michigan	13	7 (.7)	2 (.22)	44,100	x	51,833	x	46,000	x	64,200	x	3.8	Bachelor's
Traverse City Area	3	3 (1)	x	x	.	40,667	.	42,000	.	x	.	2.0	Bachelor's
Upper Peninsula	0
Washtenaw	7	6 (1)	0 (0)	48,800	.	69,000	.	60,000	.	93,333	.	5.0	Bachelor's
West Michigan	20	13 (.76)	4 (.25)	37,800	16.33	57,230	x	55,000	x	59,400	x	3.1	Bachelor's
Other	7	4 (.8)	2 (.33)	37,000	x	40,854	x	40,063	x	41,531	x	4.0	Bachelor's

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Grant Writer - Develops resources, researches funding sources, and writes proposals to a variety of organizations. Works under general supervision and typically reports to a manager or head of a unit/department.

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	19	11 (.7)	8 (.53)	34,263	25.67	47,836	27.30	47,000	19.07	53,049	29.83	2.7	Bachelor's
Operational Budget													
\$100,000 and under	0
\$100,001 - \$250,000	0
\$250,001 - \$500,000	3	2 (.67)	x	x	x	x	x	x	x	x	x	2.3	x
\$500,001 - \$1,000,000	2	x	x	.	x	.	x	.	x	.	x	x	x
\$1,000,001 - \$2,500,000	4	2 (.67)	2 (.67)	x	x	x	x	x	x	x	x	3.0	Bachelor's
\$2,500,001 - \$5,000,000	3	3 (1)	1 (.33)	x	.	x	.	x	.	x	.	x	x
\$5,000,001 - \$10,000,000	2	x	x	x	x	x	x	x	x	x	x	x	x
More than \$10,000,000	5	3 (1)	0 (0)	x	.	48,707	.	40,560	.	x	.	3.0	Bachelor's
Organization Type													
Arts, Culture, Humanities	0
Education	1	x	x	x	x
Environment and Animals	0
Foundations, Philanthropy	1	x	.	x	.	x	.	x	.	x	.	x	x
Health	1	.	x	.	.	.	x	.	x	.	.	.	x
Human Service	8	5 (.63)	4 (.57)	37,814	32.00	42,443	32.75	40,560	17.00	49,973	34.75	2.3	Bachelor's
Public/Society Benefit	2	x	x	.	x	x	x	x	x	.	x	x	x
Religious	0
Population Centers													
Calhoun and Kalamazoo	1	x	.	x	.	x	.	x	.	x	.	x	x
Eastern Michigan	1	x	x	x
Mid Michigan	1	x	x	.	.	x	.	x	.	.	.	x	x
Southeast Michigan	9	3 (.43)	4 (.57)	37,600	38.33	43,373	39.67	40,560	20.00	55,947	42.00	2.3	Bachelor's
Traverse City Area	0
Upper Peninsula	1	x	x	x	x	x	x	x	x	x	x	x	x
Washtenaw	1	x	x	x	.	x	.	x	.	x	.	x	.
West Michigan	4	2 (.5)	2 (.5)	x	x	x	x	x	x	x	x	4.0	x
Other	1	.	x	.	.	.	x	.	x	.	.	.	x

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 . Indicates no responses.

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Program Director/Supervisor/Project Manager - Responsible for supervising and administering a program of the organization, which may include planning, developing, and coordinating the program activity and its departments with other organization programs. Supervises all paid and volunteer staff working in the program. Other titles may include: **Division/Department Director, Program Supervisor.**

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	111	266 (2.7)	30 (.31)	34,050	13.82	46,643	19.00	44,225	13.5	52,882	19.17	3.2	Bachelor's
Operational Budget													
\$100,000 and under	1	x	x	.	x	.	x	.	x	.	x	x	x
\$100,001 - \$250,000	9	7 (.88)	9 (1)	20,002	11.17	28,489	12.47	29,500	13.00	33,701	15.75	1.3	Bachelor's
\$250,001 - \$500,000	20	22 (1.1)	6 (.32)	30,248	12.43	39,867	13.43	35,000	12.55	42,517	15.62	3.6	Bachelor's
\$500,001 - \$1,000,000	15	20 (1.4)	2 (.14)	30,894	x	45,536	x	42,000	x	50,740	x	2.9	Bachelor's
\$1,000,001 - \$2,500,000	31	52 (1.9)	9 (.36)	35,954	17.07	47,195	25.16	45,750	18.84	52,997	26.76	3.1	Bachelor's
\$2,500,001 - \$5,000,000	18	32 (2.3)	3 (.25)	30,227	.	48,020	x	46,000	x	54,512	.	2.8	Bachelor's
\$5,000,001 - \$10,000,000	6	22 (4.4)	0 (0)	38,840	.	48,120	.	43,160	.	56,960	.	3.6	x
More than \$10,000,000	11	111 (12.3)	0 (0)	48,757	.	67,152	.	65,000	.	82,250	.	4.7	Bachelor's
Organization Type													
Arts, Culture, Humanities	9	9 (1)	6 (.67)	23,835	11.28	21,213	12.03	33,500	12.55	34,640	13.78	2.0	Bachelor's
Education	7	6 (1)	3 (.6)	19,824	x	36,700	x	36,900	x	32,950	x	1.8	Bachelor's
Environment and Animals	6	6 (1.2)	2 (.5)	21,750	x	46,000	x	47,000	x	51,125	x	3.4	Bachelor's
Foundations, Philanthropy	4	5 (1.3)	0 (0)	27,500	.	60,375	.	63,750	.	74,500	.	3.3	Bachelor's
Health	18	45 (3)	3 (.2)	50,262	x	59,465	29.58	54,500	13.85	72,649	x	4.4	Bachelor's
Human Service	44	79 (1.9)	9 (.23)	32,610	13.58	42,296	15.25	41,000	14.49	46,897	17.50	2.8	Bachelor's
Public/Society Benefit	8	35 (5)	1 (.14)	40,000	x	51,011	x	45,167	x	60,813	x	3.2	Bachelor's
Religious	1
Population Centers													
Calhoun and Kalamazoo	11	14 (1.6)	1 (.1)	41,964	x	51,973	x	45,000	x	58,314	.	4.4	Bachelor's
Eastern Michigan	3	5 (1.7)	x	x	.	x	.	x	.	x	.	4.3	x
Mid Michigan	11	37 (4.1)	5 (.56)	45,949	x	56,170	x	52,815	x	69,097	x	3.3	Bachelor's
Southeast Michigan	23	43 (2.3)	3 (.18)	42,688	12.76	55,768	14.22	50,000	12.00	66,572	14.18	4.3	Bachelor's
Traverse City Area	5	12 (2.4)	2 (.4)	23,202	x	44,083	x	46,500	x	55,210	x	2.6	x
Upper Peninsula	4	6 (1.5)	1 (.25)	27,360	x	33,387	x	30,000	x	x	x	3.3	x
Washtenaw	5	10 (2)	2 (.4)	22,834	x	36,041	x	35,333	x	42,940	x	2.0	x
West Michigan	25	39 (1.8)	10 (.48)	30,100	12.25	44,374	14.75	47,000	14.50	43,913	18.25	2.6	Bachelor's
Other	24	100 (4.5)	6 (.27)	28,910	13.99	41,133	14.89	37,440	13.50	46,047	17.78	2.5	Bachelor's

x Denotes fewer than three responses.

. Indicates no responses.

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2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Program Staff - Makes routine community contacts with institutions such as schools, medical facilities, and local nonprofit organizations. Locates and makes use of appropriate community resources for clients and works directly with clients toward making changes in their situation. Other titles may include: **Activity Assistant, Outreach Worker.**

	# of Orgs	Total (Mean) # of Employees		Mean of "Entry Level Salary"		Mean of "Average Salary Paid"		Median of "Average Salary Paid"		Mean of "Maximum Level Salary"		Mean of "Minimum Years of Experience Required"	**Minimum Education
		Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
All Responses	129	915 (8.7)	402 (4)	23,207	10,79	30,238	13.07	30,000	12.21	36,661	16.30	1.6	Bachelor's
Operational Budget													
\$100,000 and under	8	6 (.75)	9 (1.3)	x	9.31	x	10.86	x	10.50	x	10.53	0.9	High School
\$100,001 - \$250,000	14	6 (.46)	26 (1.9)	21,096	9.77	23,960	11.30	27,800	11.00	33,750	13.75	1.4	High School*
\$250,001 - \$500,000	22	22 (1.3)	29 (1.8)	24,475	11.74	29,469	14.24	28,625	13.50	35,920	16.75	1.4	High School
\$500,001 - \$1,000,000	16	47 (3.1)	49 (3.3)	20,788	11.08	26,763	14.29	28,745	15.50	33,362	17.83	2.0	Bachelor's
\$1,000,001 - \$2,500,000	31	179 (6.9)	133 (5.5)	22,833	11.32	33,742	13.36	32,969	12.33	39,664	18.20	1.0	Bachelor's
\$2,500,001 - \$5,000,000	20	118 (8.4)	52 (4)	26,339	11.07	30,416	13.42	31,015	13.04	37,243	17.18	2.4	Some College
\$5,000,001 - \$10,000,000	8	209 (29.9)	94 (15.7)	25,480	9.62	29,780	12.40	31,500	11.00	38,084	16.25	3.0	High School
More than \$10,000,000	10	328 (65.6)	10 (2)	28,798	11.03	33,119	12.57	30,000	12.57	41,388	16.61	1.2	Bachelor's
Organization Type													
Arts, Culture, Humanities	9	2 (.22)	11 (1.4)	x	11.64	x	12.79	x	12.10	x	15.01	2.4	Some College
Education	8	14 (2)	9 (1.5)	14,130	9.75	26,548	14.23	29,000	13.75	20,543	17.79	1.1	High School
Environment and Animals	6	10 (3.3)	4 (1.3)	13,327	16.00	30,333	16.17	30,000	17.00	46,667	18.33	1.0	x
Foundations, Philanthropy	4	4 (1.3)	2 (.67)	x	x	x	x	45,044	x	x	x	1.8	Some College
Health	15	340 (28.3)	60 (5)	28,793	10.71	34,107	13.89	37,000	13.50	42,455	18.33	1.6	Bachelor's
Human Service	53	338 (7.5)	270 (6.3)	21,353	10.12	26,390	12.19	29,000	12.00	32,179	16.13	1.4	High School
Public/Society Benefit	11	22 (2.2)	9 (1)	22,295	13.57	36,949	15.36	29,000	14.28	46,143	18.35	1.5	Bachelor's
Religious	2	x	x	.	x	.	x	.	x	.	x	x	x
Population Centers													
Calhoun and Kalamazoo	10	83 (10.4)	34 (4.9)	23,727	9.65	29,707	12.51	32,000	11.14	35,473	16.15	1.8	Bachelor's
Eastern Michigan	6	30 (6)	9 (2.3)	x	12.60	x	13.10	x	11.50	x	14.25	0.7	x
Mid Michigan	9	11 (1.6)	8 (1.4)	25,500	11.47	31,218	14.46	30,000	15.50	39,400	15.64	2.0	Bachelor's
Southeast Michigan	28	214 (10.7)	35 (1.9)	23,662	11.77	35,024	14.66	30,763	14.50	43,387	19.30	2.0	Bachelor's
Traverse City Area	4	27 (6.8)	11 (2.8)	24,750	x	28,221	x	27,800	x	36,667	x	2.3	Some College
Upper Peninsula	5	16 (3.2)	70 (14)	21,860	9.35	x	12.44	x	10.88	x	15.80	1.0	x
Washtenaw	8	33 (5.5)	18 (6)	25,276	9.44	28,575	10.27	29,400	10.00	39,333	13.44	1.4	Some College
West Michigan	27	127 (5.5)	72 (3.1)	19,155	10.80	27,888	13.72	29,694	13.74	28,833	17.41	1.5	Bachelor's
Other	32	374 (13.8)	145 (5)	24,658	10.41	30,072	11.92	28,000	11.00	37,513	14.56	1.2	High School

x Denotes fewer than three responses.
 . Indicates no responses.

* Two or more responses with same frequency (lowest education displayed)
 ** The most frequent response for "Minimum Education" is displayed

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

Partial List of Survey Respondents

Access of West Michigan
Accounting Aid Society
Acts 29 Fellowship, Corp.
Adoption Associates, Inc.
Adoption Option Inc
AGELE
AgeWell Services
Ann Arbor Street Art Fair
Another Way Pregnancy Center
Arbor Hospice
Artcenter Traverse City
Barry Community Foundation
BASES
Battle Creek Community Foundation
Behavioral Health Professionals, Inc
Berrien Community Foundation
Branch Interfaith Hospitality Network
Bridging Communities, Inc.
Camp Roger
Capital Region Community Foundation
Caregiving Network
Caring Pregnancy Center
CASA of Kent County, Inc.
Cascades Humane Society
Catholic Charities
Catholic Charities West Michigan
Challenge Mountain
Channel Housing Ministries Inc
Char-Em United Way
Chelsea Senior Center
Child Abuse Prevention Council of Barry County
Child and Family Resource Council
Child and Family Services of Saginaw
Children's Museum of Fennville
Citizens Research Council of Michigan
Community Assessment Referral & Education.
Comprehensive Senior Care Corporation
Constance Brown Hearing Centers
Cornerstone Alliance
Council of Michigan Foundations
Creative Spirit Center, Inc. d/b/a Creative 360
Crossroads for Youth
Cutaneous Lymphoma Foundation

Degage Ministries
Detroit Central City CMH
Detroit Community Initiative
Detroit Hispanic Development Corporation
Detroit Midtown Micro-enterprise Fund
Dickinson Iron Community Services Agency
Disability Connection/West Michigan
Dispute Resolution Center of West Michigan
Douglass Community Association
ECIR
Educational Foundation of Dexter
EduGuide
Emerson School
Empowerment Network
EUP CDRC
Fair Housing Center of Southwest Michigan
Faith in Action for Monroe County
Faith in Action, Inc.
Family & Children's Service of Midland, Inc.
Family Life Ministries, Inc.
Four County Community Foundation
Frederik Meijer Gardens & Sculpture Park
Freedom House
Freshwater Future
Friends For the Dearborn Animal Shelter
Friends Together
Friendship Centers of Emmet County
Gilda's Club Grand Rapids
Girl Scouts of Michigan Shore to Shore
Girl Scouts of Southeastern Michigan
Goodwill Industries of West Michigan, Inc.
Grand Traverse Regional Community
Grandville Avenue Arts & Humanities
Grandvue Medical Care Facility
Gratiot County Community Foundation
Great Lakes Aquatics
Great Lakes Center for Integrated Education Resources aka GLACIER of Michigan
Great Lakes Center for Youth Development
Greater Flint Arts Council
Greater Hopes Inc.
Greater Kalamazoo United Way
Habitat for Humanity of Greater Ingham County
Harbor Springs Area Historical Society
Haven of Rest Ministries Inc.
Healthy Homes Coalition of West Michigan

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Hemophilia Foundation of Michigan
Hillsdale County Senior Services Center, Inc
Hillsdale County Task Force on Family Violence
Holland Symphony Orchestra
Home Repair Services of Kent Co., Inc
Hospice of Helping Hands, Inc.
Hospital Hospitality House of Southwest Michigan, Inc
I.M.P.A.C.T.
InterAct of MI
Jackson School of the Arts
Junior Achievement of the Michigan Great Lakes, Inc
Kalamazoo Area Runners
Kappa Omicron Nu
Kent Regional 4C
Key Opportunities, Inc
Lakeland Immediate Care d/b/a Cassopolis Family Clinic
Leadership Oakland
Legacy Land Conservancy
Legal Assistance Center
Lenawee United Way
Leslie Science & Nature center
Lighthouse of Oakland County
Little Traverse Bay Humane Society
Little Traverse Conservancy
Livingston County United Way
Lowell Area Arts Council
Lynnan Residential Treatment Facility, Inc.
Mackinac Horsemen's Association
McMaster Residential Homes, Inc
Mel Trotter Ministries
Mercy Education Project
Metro Detroit USBC
Metro Health Foundation
Metropolitan Detroit Research & Education Foundation
Michigan Assoc for Computer Users in Learning
Michigan County Social Services
Michigan Energy Options
Michigan League for Human Services
Michigan Nature Association
Michigan Public Health Institute
Michigan Suburbs Alliance
Michigan Theater Foundation
Midland Area Homes
Ministry with Community, Inc.
MiSILC

MOKA
NAMI Michigan
National Council on Alcoholism/Lansing Regional Area Inc
New Dimensions Inc
Newaygo County Day Care Corporation
Nonprofit Network
North Central Michigan College Foundation
Northeast Michigan Community Service Agency, Inc.
Oak Park Business & Education Alliance
Ocean County Council on Aging
Paws With A Cause
Personal Growth Center
Pine Lake Fund
Pregnancy Resource Center of Mid-Michigan
Presbyterian Villages of Michigan
Priority Children
Project Compassion Ministries Inc
Public Museum of West Michigan
PuppetART
Quality Living Systems Management Corp.
Re-Member
Reece Community Living Endeavor
Restoration Community Outreach
Rotary Club of Ann Arbor
Saginaw Bay Community Sailing
SEEDS
Segue, Inc.
Senior Services Inc
Services to Enhance Potential
Shelter Association of Washtenaw County
Shepherds of Independence
SMB Probation Center Inc. dba: TRI-CAP
Soup Kitchen Inc
South County Community Services
Starfish Family Services
Starfish Family Services
Steppingstone Center for the Potentially Gifted
Stewardship Network
Studio 1219, Inc.
Superior Health Support Systems
Superior Watershed Partnership
The Arc Muskegon
The Community House
The Flint Community Players
The Information Center

2010 MICHIGAN NONPROFIT COMPENSATION AND BENEFIT SURVEY

The Manna Food Project

The Pathfinder School

The Upper Peninsula Children's Museum

Tip of the Mitt Junior Golf Association

Transportation Riders United

Traverse Health Clinic

Tri County Emergency MCA

Tri-Cities Historical Museum

Trinity Senior Living Communities

Underground Railroad, Inc

United Way of Jackson

United Way of Mason County

V.O.I.C.E., Inc. of Michigan

VitalCare

Volunteer Services of Greater Kalamazoo

Wayne Mediation Center

Women's Resource Center for the Grand Traverse Area

World Medical Relief, Inc.