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INTRODUCTION

The *ASAE Association Compensation & Benefits Study, 2014–2015 Edition* (ACBS) examines the salaries and employment benefits of 75 positions at associations and other nonprofit organizations throughout the United States. This study is an important source of compensation information used extensively by chief executive officers, other association personnel, and compensation consultants.

As with any research study, it is important to use the ACBS in conjunction with other similar studies. The number and characteristics of survey respondents as well as survey methodologies can differ significantly from one study to another causing variation in the results. Using composite results from multiple sources can help account for some of these differences. Numerous such studies are currently available, making it easier to locate and compare results from different sources.

METHODOLOGY

Survey Instrument

The 2014–2015 Association Compensation & Benefits Survey queried respondents about their organizational characteristics along with information on compensation, salary administration, staff and retirement benefits, as well as specific information about their CEOs (employment agreements, performance, and salary reviews).

The survey results are available in two publications, this book, the *ASAE Association Compensation & Benefits Study, 2014–2015 Edition*, and the *Greater Washington Area Association Compensation & Benefits Study, 2014–2015 Edition* (GWACBS). All data reported within the GWACBS are a special subset of Washington, DC metropolitan area organizations that participated in the survey.

Data Collection

In December 2013, the ASAE research department sent survey invitations via email to survey contacts at 5,174 organizations. These contacts included member and nonmember CEOs, human resources, finance, administration, and operations staff. This group also included past survey participants and those who had previously purchased an ACBS product. The study was conducted using an online survey system that allowed multiple staff members from each organization to access the same survey instrument. All participants were required to register with the survey site to prevent unauthorized entry by any staff other than those designated as appropriate survey contacts.

Follow-up emails were sent to non-respondents throughout the survey period, giving particular focus to associations that provided only partial data and to those that had either participated in the ACBS study or purchased the publication in the past. The survey closed in April 2014. Data cleaning and follow-up with organizations missing information was continued until analysis began in May 2014.

All data reported in the *ASAE Association Compensation & Benefits Study, 2014–2015 Edition* reflect information reported by participants. When the accuracy of data appeared to be contradictory or unlikely, it was verified, when possible, by contacting the reporting organizations for clarification.

Response Rate

Of the 5,174 invited organizations, 484 submitted completed surveys for an overall completion rate of 9.4%.

OTHER NOTES

Calculations with “Employee Benefits”

The term “employee benefits” is difficult to define because of the wide variation in methods that organizations use to calculate the value of the benefits they provide. The summary data on employee benefits represent their best estimates.

Definitions and Position Descriptions

Appendix A provides definitions of terms used in this publication. This is not meant to be an exhaustive listing of all terms used throughout this report; rather, it is meant to clarify how different terms are used in this study and to aid in the interpretation of the data. Appendix B provides full descriptions of all 75 positions covered in this study.

Minimum Responses for Summary Calculations

To maintain confidentiality, no data are reported where the number of organizations is less than 5. In these cases, an asterisk (*) indicates insufficient data. Even without data, the number of organizations can be an important indicator of the prevalence of specific positions at organizations within each table category.

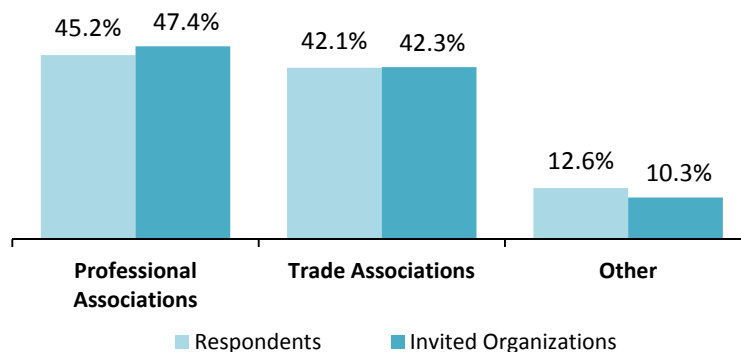
PROFILE OF RESPONDING ORGANIZATIONS

This study benchmarks compensation and benefits offered to full-time employees in the association community. The responding organizations represent and serve many different groups of individuals, professionals, companies, institutions, and organizations. This section provides a demographic look at the responding organizations by organization type, IRS tax status, total annual budget, total organization staff size, geographic scope, geographic region, and industry/interest area.

Organization Type

As shown below, responding organizations closely mirrored invited organizations, where 42.1% are trade associations and 45.2% are professional associations. Trade association members are primarily organizations, while professional association members are mainly individuals. "Other" organizations include primarily association foundations, federations of associations, and philanthropic/non-profit/charitable organizations.

Figure 1. Organization Type - 2014 Respondents and Invited Organizations



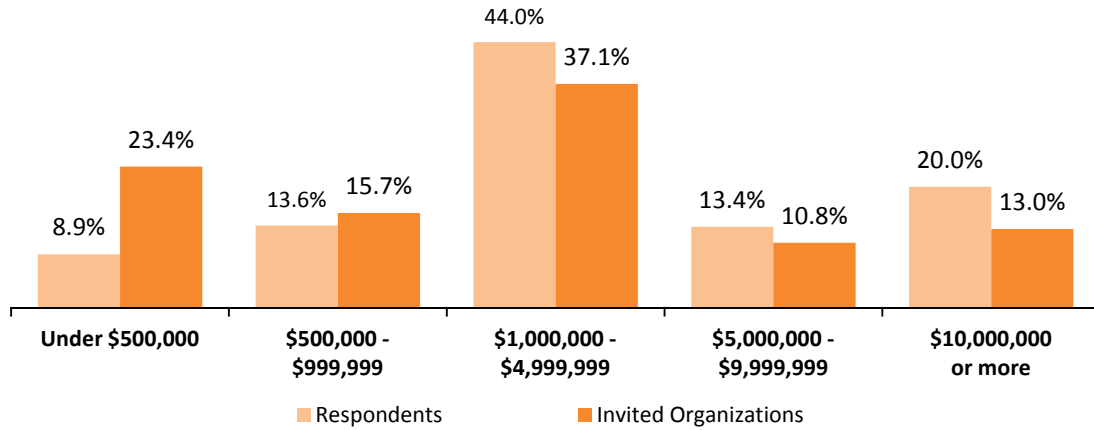
IRS Tax Status

The majority of participating organizations (58.7%) are 501(c)(6) organizations, a tax-exempt status that allows them to engage in lobbying and political activities. On the other hand, organizations that have a 501(c)(3) IRS tax-exempt status generally have an educational, research, professional or philanthropic purpose. Although informative and educational briefings are allowed, these organizations typically do not lobby legislators on issues that affect their areas of concern. Just over one third (34.5%) of the responding organizations are classified as 501(c)(3) organizations. The remaining survey respondents have some other tax status.

Total Annual Budget

The typical survey respondent is larger than the typical invited organization. This is consistent with previous compensation surveys. The larger the organization, the more likely they are to participate in ASAE research studies.

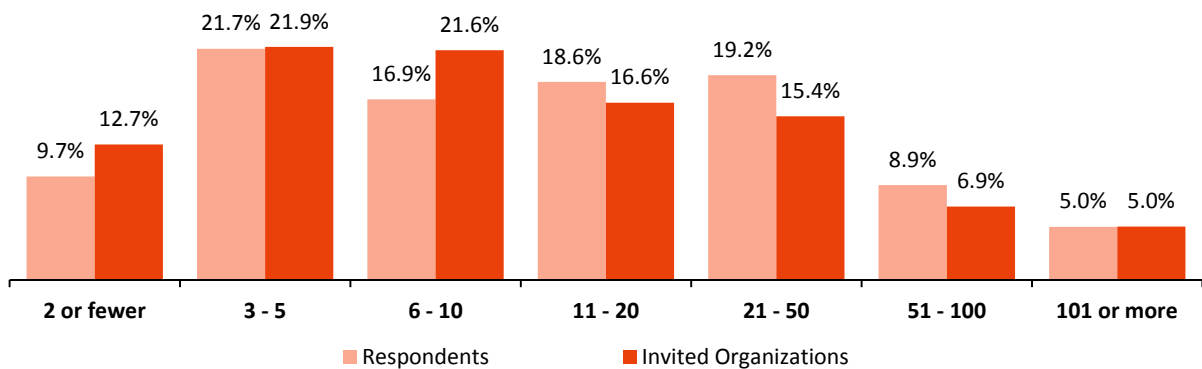
Figure 2. Annual Budget - 2014 Respondents and Invited Organizations



Total Staff Size

Over one quarter of both the responding and non-responding organizations reported having 21 or more employees (33.1% and 27.3% respectively). The percentage of respondents with a staff size fewer than 21 was smaller than the percentage of organizations similar in staff size that were invited to participate (66.9% to 72.8% respectively).

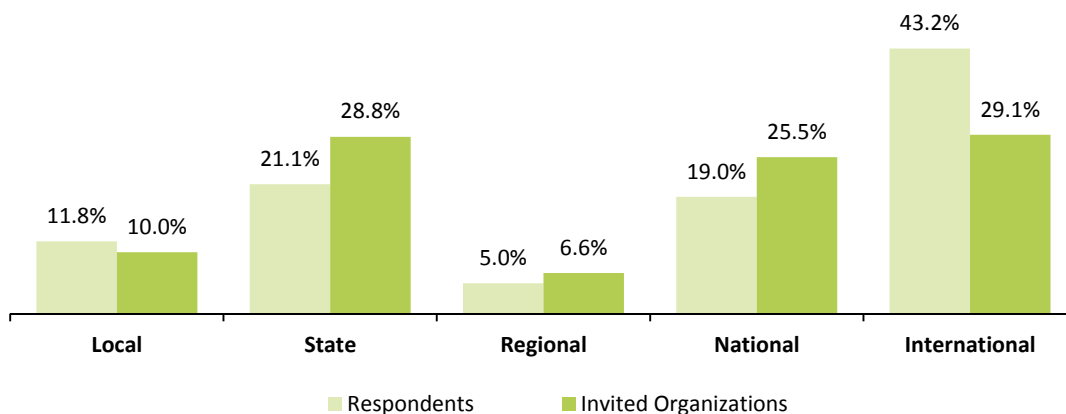
Figure 3. Staff Size - 2014 Respondents and Invited Organizations



Geographic Scope

The percentage of respondents that report having some international members (43.2%) increased greatly compared to both 2012 survey respondents and 2014 invited organizations. Organizations with regional members accounted for only 5.0% of respondents and 6.6% of invited organizations.

Figure 4. Geographic Scope - 2014 Respondents and Invited Organizations



Geographic Region

The following geographic category definitions are from the U.S. Census Bureau. Note that the District of Columbia, Maryland, and Virginia are all in the South Atlantic Division and constitute the largest concentration of associations in the United States as well as the highest percentage of survey respondents in 2014.

Northeast Region

- New England Division: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
- Middle Atlantic Division: New Jersey, New York, and Pennsylvania

Midwest Region

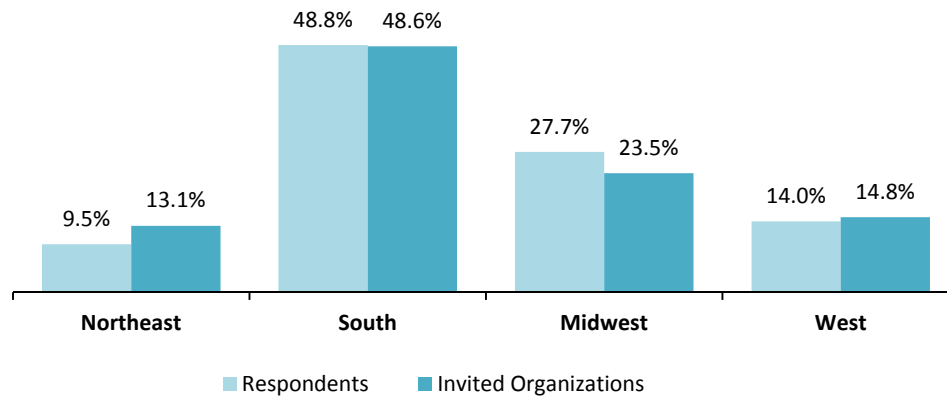
- East North Central Division: Illinois, Indiana, Michigan, Ohio, and Wisconsin
- West North Central Division: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota

South Region

- South Atlantic Division: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia
- East South Central Division: Alabama, Kentucky, Mississippi, and Tennessee
- West South Central Division: Arkansas, Louisiana, Oklahoma, and Texas

West Region

- Mountain Division: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming
- Pacific Division: Alaska, California, Hawaii, Oregon, and Washington

Figure 5. Geographic Region - 2014 Respondents and Invited Organizations by Census Region**Table i.** Geographic Region - 2014 Respondents and Invited Organizations by Census Division

	Respondents	Invited Organizations
New England	3.3%	3.6%
Mid Atlantic	6.2%	9.5%
South Atlantic	37.6%	38.1%
East North Central	20.9%	16.5%
East South Central	1.9%	3.3%
West North Central	6.8%	7.0%
West South Central	9.3%	7.1%
Mountain	5.2%	5.7%
Pacific	8.9%	9.1%

Industry/Interest Area

Consistent with the overall ASAE membership, associations serving healthcare professionals and organizations represent the largest proportion of survey respondents. Associations serving the education and the construction/housing industries were the second and third most common.

Table ii. Industry/Interest Area - Percentage of 2014 Respondents

Industry/Interest Area	2014 Respondents
Healthcare	20.5%
Education	13.6%
Construction/Housing	11.0%
Manufacturing	5.6%
Food/Restaurant	4.8%
Financial	3.9%
Science	3.7%
Legal	3.1%
Environment	2.9%
Utilities/Energy	2.3%
Insurance	1.9%
IT	1.2%
Government	1.2%
Engineering	1.2%
Hospitality	1.0%
Entertainment/Art	1.0%
Clubs	1.0%
HR	.8%
Communications	.8%
Automotive	.8%
Charity/Underserved	.6%
Retail	.4%
Management	.4%
SAEs	.2%
Industrial	.2%
Consultants	.2%
Other	15.5%