

Development Compensation Survey Results and Analysis

Key Findings

Prepared for Women in Development of Greater Boston, Inc.

Study conducted by the Center for Gender in Organizations (CGO)
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I. Study Objectives:

- Determine if a glass ceiling exists for women in development in New England.
- Develop an historical view of equity progress and compare it to the primary data from past equity studies conducted by WID.
- Identify issues particular to women in development that WID should address with its membership in the future

II. Study Methodology:

The survey developed by Dr. Sampson in consultation with WID was sent in July, 2005 to 4,393 email addresses of members of the Planned Giving Group of New England (PGGNE), the Council for Advancement and Support of Education (CASE), the New England Development Research Association (NEDRA), the Association of Fundraising Professional (AFP) and Women in Development of Greater Boston (WID).

The survey contained 50 questions addressing demographics, salary, bonuses, pensions, benefits, and leadership. It was delivered through Zoomerang online survey software. The return rate of 22% resulted in a sample size of 970.

III. Key Findings:

A. Demographics of respondents:

- 800 women; 170 men
- 36% work in a private university or college
- 54% from the greater Boston area
- 61% married
- Average age: 43
- 65% have no children under 18 at home
- 39% have a BA; 36% have a masters degree
- 60% have not taken coursework related to philanthropy
- 93% self identified as White/Anglo-European

B. Salary statistics of all respondents:

The average salary for all respondents was \$70,607 with 52% indicating satisfaction with current salary levels.

Age, with the assumption of experience that is related to the number of years in the field, determines salary levels.

- 91% of respondents earning between \$60,000 and \$75,000 are between the ages of 31 and 60.
- 90% of respondents earning between \$75,001 and \$90,000 are between the ages of 36 and 60+.
- 93% of respondents earning between \$90,001 and \$120,000 are between the ages of 36 and 60+.
- 83% of respondents earning between \$120,001 and \$150,000 are between the ages of 41 and 60+.
- 85% of respondents earning above \$150,001 are age 46 or above.

C. Salary differentials between men and women:

A significant difference was found between salaries for men and women in the profession with the average salary for men \$18,994 higher than women. The average salary for women in the survey is \$67,271; for men the average salary is \$86,265.

The average salary of men is more than women at all but two levels of institutions based upon budget size. At institutions with budgets between \$1 million and \$3 million, salaries for women were higher than men. At all other budget levels, men earn more than women with significant variances beginning at the budget level of \$4 million.

A comparison to earlier research conducted in 1988 showed a growth of 79% in the salary gap between men and women.

The *glass ceiling* for salary equity is found at the director level position, where the average salary difference between women (\$65,546) and men (\$78,719) is \$13,173. The salary gap continues in all positions above the director level.

D. Other significant differences between men and women

- At higher positions beyond the director level (assistant vice president, executive director of development, vice president and chief development officer) more positions are held by men than women.
- Larger organizations have more men in positions at the higher levels and at higher salaries.
- Women tend to work in lower paying organization types including cultural arts, environmental and human/social services. More men work in hospitals and private colleges and universities where pay levels are higher.
- More men indicated satisfaction with their salary and benefits.

E. Areas identified in the survey that hinder women's advancement in the profession:

- Failure of senior leadership to assume accountability for women's advancement (82%).
- Stereotypes and preconceived notions of women's abilities and roles (76%).
- Commitment to personal or family responsibilities (70%)
- Exclusion from informal networks (65%)
- Lack of leadership skills (40%)

F. Positioning and recommendations for the WID and the future:

67% of those women surveyed feel that there is a need for a women's only professional organization in the field of Development.

Roles identified that WID should play include networking, mentoring, training, research, and social events.

IV. Recommendations for WID to consider for its future planning and programming:

- Provide programs for senior leadership in the Development profession aimed at increasing knowledge about and visibility of the issues.
- Encourage organizational reflection of compensation and advancement practices, including job assignments and monitoring of women in the pipeline.
- Create methods of holding senior leadership accountable for progress in the advancement of women in the profession.
- Develop models of equitable work/family policies and supportive organizational cultures for implementation of the policies.
- Provide models that examine organizational practices and norms, including work design and rewards as they relate to diversity of both gender and race.
- Provide leadership development programs for women to include negotiation, communication, issues of gender and race, use of power, influence and networking.
- Provide training to examine workplace norms that relate to women's invisible work and the different uses of power and influence.
- Provide training on mentoring practices designed to discourage often unconscious exclusionary behavior in the workplace.

Additional Tables – WID Study October 2005

Questions 21 & 44 Income by Age

Q 21 - What is your current annual salary (exclusive of benefits)?	Age									TOTAL
	20-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	Over 60	
\$0-\$30,000	7	1	4	2	4	2	0	0	2	23
\$30,001-\$45,000	32	63	25	14	22	14	16	9	1	196
\$45,001-\$60,000	8	70	37	38	26	26	18	4	0	253
\$60,001-\$75,000	0	11	42	27	23	27	24	20	6	180
\$75,001-\$90,000	0	1	11	28	17	14	24	9	11	115
\$90,001-\$120,000	0	0	9	24	23	20	20	15	11	122
\$120,001-\$150,000	0	0	1	7	8	11	9	5	5	46
Over \$150,000	0	0	0	3	2	8	8	9	3	33
TOTAL	47	146	129	143	125	122	127	87	44	968

Questions 4, 35 & 44 Average Salary by Institutional Size by Gender

Av Sal by Gender	Institutional Budget Size										
	0-1m	1-2m	2-3m	3-4m	4-5m	5-10m	10-15m	15m-20m	20-25m	25-50m	50-100m
Women	54645	66663	58288	58215	63750	65531	70636	77937	65869	58932	71532
Men	72321	60000	56250	72500	69375	73125	83636	102500	82500	78095	91607
Variance	(17675)	6663	2038	(14285)	(5625)	(759)	(13001)	(24563)	(16630)	(19163)	(20075)

Questions 10 & 35 Title by Gender

Q 10 - What is your current job title?	Women # of Responses	Women % of Responses	Men # of Responses	Men % of Responses
Chief Development Officer	13	2.3	6	4.5
Vice President	31	5.4	17	12.8
Executive Director Of Development	12	2.1	4	3.0
Assistant Vice President	4	.7	4	3.0
Director	220	38.6	42	31.6
Associate Director	67	11.8	8	6.0
Assistant Director	59	10.4	10	7.5
Sr. Development Officer	21	3.7	10	7.5
Development Officer	28	4.9	13	9.8
Major Gift Officer	25	4.4	7	5.3
Grant Writer	1	.2	0	0.0
Coordinator	26	4.6	3	2.3
Development Associate	18	3.2	3	2.3
Administrative Assistant	10	1.8	1	.8
Researcher	22	3.9	4	3.0
Consultant	13	2.3	1	.8
TOTAL	570	100.00	133	100.00

Questions 22 & 35 Salary Satisfaction by Gender

Q 22 How satisfied are you with your current salary?	Women # of Responses	Women % of Responses	Men # of Responses	Men % of Responses
Very Satisfied	84	10.5	20	11.8
Satisfied	322	40.3	75	44.1
Neither Satisfied nor Dissatisfied	164	20.5	50	29.4
Dissatisfied	194	24.3	21	12.4
Very Dissatisfied	36	4.5	4	2.4
TOTAL	800	100.0	170	10.0

Questions 1 & 35 Organization Type by Gender

Q 1 - In what type of organization are you currently employed?	Women # of Responses	Women % of Responses	Men # of Responses	Men % of Responses
Teaching Hospital	53	6.6	15	8.8
Private Hospital	9	1.1	2	1.2
Community Hospital	11	1.4	2	1.2
Health Agency	26	3.3	3	1.8
Other Medical Facility	17	2.1	4	2.4
Private University/College	282	35.3	66	38.3
Public University/College	55	6.9	21	12.4
Junior/Community College	5	.6	0	0.0
Primary/Secondary School	107	13.4	28	16.5
Professional School	16	2.0	4	2.4
Research Institution	13	1.6	3	1.8
Consulting	17	2.1	1	.6
Cultural Arts Organization	46	5.8	6	3.5
Environmental Organization	19	2.4	8	.6
Human/Social Services	67	8.4	3	4.7
Religious Organization	12	1.5	1	.6
Other	45	5.6	3	1.8
TOTAL	800	100.0	170	100.0

Questions 21 & 35 Salary by Gender

Q 21 - What is your current annual salary (exclusive of benefits)?	<i>Women # of Responses</i>	<i>Women % of Responses</i>	<i>Men # of Responses</i>	<i>Men % of Responses</i>
\$0-\$30,000	19	2.4	4	2.4
\$30,001-\$45,000	172	21.5	24	14.1
\$45,001-\$60,000	224	28.0	29	17.1
\$60,001-\$75,000	156	19.5	24	14.1
\$75,001-\$90,000	88	11.0	27	15.9
\$90,001-\$120,000	90	11.3	32	18.8
\$120,001-\$150,000	30	3.8	16	9.4
Over \$150,000	19	2.4	14	8.2
Prefer Not to Answer	2	.3	0	0.0
TOTAL	800	100.0	170	100.0