



Together SC
ALLIES FOR GOOD

2022 SC Nonprofit Compensation & Benefits Study

Executive Summary

STUDY DESIGNED AND REPORT AUTHORED BY:

KAHLE STRATEGIC INSIGHTS

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Acknowledgments

Collaborating makes everything more successful. This survey is no exception. The following philanthropic partners, sponsors and regional partners support this research.

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- Able SC
- SC Arts Alliance
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- Coastal Community Foundation
- Community Foundation of the Lowcountry
- Eastern Carolina Community Foundation
- Find Great People
- SC First Steps
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- Sisters of Charity Foundation of SC
- Spartanburg County Foundation, Spartanburg Regional Foundation, Mary Black Foundation, United Way of the Piedmont, and Chapman Cultural Center
- Women’s Rights and Empowerment Network (WREN)
- In addition to the sponsors listed above, the study was an authentic collaboration of all 496 organizations that responded to the survey.

Together SC commissioned Kahle Strategic Insights to design and conduct the study, and author this and related reports. Robert W. Kahle, Ph.D. serves as the Principal Investigator. Gloria Roderick, MPA is the Lead Analyst.

Key members of the Together SC team, including Mary Dell Hayes and Benjamin Bullock, contributed to the project in significant ways. Together SC developed an advisory committee (Ameka Neely, Children’s Trust of SC, and Rita Revels of Employers Network) to guide the process.

Comparative data from North Carolina (2020) is presented with permission of Columbia Books & Association Trends. Comparative data from Minnesota (2020) is presented with permission of Minnesota Council of Nonprofits.

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Background and Objectives

Compensation surveys are conducted by many state associations of nonprofits to:

- Collect data about rate of pay for key positions, especially Executive Directors.
- Estimate rates of organizations offering benefits, especially health insurance.
- Understand the impact of the Covid pandemic on the health of nonprofit organizations, the sector overall, and identify challenges ahead.

Method

An online survey of approximately 70 questions was administered by Kahle Strategic Insights to a carefully vetted list of 3,646 organizations with 496 responding (13.6% response rate). Data were collected in March 2022. To qualify organizations must employ at least one full-time employee and be a 501(c)3. Both Together SC members and non-members were invited to participate.

Sample Profile

Subsector	% of Total
Human Services	36.6%
Education	16.9%
Health	15.6%
Arts, Culture, Hum.	11.8%
Public and Social	9.2%
Environment/Animals	5.9%
Other	4.0%

The sample by subsector mirrors national data from the Urban Institute.

Nonprofit organizations in South Carolina are generally smaller compared to other states and national averages. Budgets of responding organizations range from less than \$250,000 annually to those with operating budgets of more than \$10 million annually. The single largest budget group is those with \$1.1 million to \$5 million annually representing 164 organizations (33.3%).

The number of employees per organization in this survey sample ranges from one to 427 (average is 16.5 FTEs). Sixty-two percent of organizations in this sample have 10 or fewer FTEs.

Collectively, SC’s three most populous counties (Greenville, Charleston, and Richland) account for 228 respondents or 46.6% of the total.

Executive Director Compensation

On average, the most senior leaders of SC nonprofits earn \$88,873; the median is \$76,000 (N = 419). Leaders of organizations that operate statewide earn substantially more on average -- \$115,223 -- compared to regional or local organizations.

Region	N	Median	Average
Lowcountry	110	\$76,000	\$90,901
Upstate	105	\$72,000	\$80,307
Midlands	62	\$65,600	\$73,665
Pee Dee	32	65,450	\$66,951
Statewide	80	\$100,000	\$115,223

States Compared

State/Year	N	Median	Average
South Carolina 2022	419	\$76,000	\$88,873
Colorado 2021	153	\$109,125	\$118,357
North Carolina 2020*	104	\$84,701	\$88,114
Minnesota 2020	421	\$102,003	\$117,143

*NC does not include bonus in this amount, so not directly comparable.

SC senior leaders are the lowest paid (by median) across these states with NC compensation similar.

Within SC, there is a lot of variation in compensation by annual budget and number of employees. The largest budget category of \$10M plus pay their leaders \$200,809 on average, compared to organizations with less than \$250,000 that pay an average of \$47,932.

Public and Social Benefit organizations pay their leaders the most, on average (\$108,521) followed by Health (\$102,803). The lowest paid subsector on average is Arts, Culture, and Humanities (\$78,463) followed by Environment/Animals (\$79,720).

Additional Key Employee Salaries in SC

Title	N	Median	Average
Chief Finance Officer	33	\$98,663	\$100,216
Chief Operating Officer	54	\$82,500	\$84,610
Program Director	135	\$56,000	\$57,329
Dir. of Development	88	\$60,250	\$63,633

Compensation Disparity by Gender and Race

In South Carolina male senior leaders make more than their female counterparts by an average of \$16,291 (16.1%). On average, E.D.s who are white make more than their counterpart people of color by \$18,583 (20%).

Annual Average Salary for Executive Directors by Gender and Race



Factoring in education, significant race-based disparities exist among those with bachelor’s degrees. The difference is \$26,000 (33.7%) with white Executive Directors making more than people of color. There is only equitable pay for people of color when the individual holds a doctorate.

Human Resource Policies and Practices

Key H.R. policies and practices were analyzed in regard to gender and race pay disparities.

- Listing salary ranges with job postings**
 Slightly more than half of organizations responding (51.4%) indicate that it is their policy to list pay scale/range with all job postings. Public and Social Benefit (61.5%), Arts, Culture, and Humanities (55.3%) and Human Services (54.9%) employ this policy at higher rates than their counterparts in other subsectors.
- Conducting merit and cost of living based annual reviews**
 Annual reviews based on cost of living and merit were the most common response (37.2%). Merit-based compensation reviews only are next most common with 29.4% reporting this option. Roughly, one in five organizations (21.3%) do cost of living increases only, and 12.1% report doing neither.
- Conducting compensation equity analyses**
 One in five organizations (20%) report they have conducted an Equity Analysis.

These three H.R. policies and practices are strongly associated with reduced disparities in compensation by gender and race.

Living Wage

Fifty-seven percent of organizations responding report they “definitely/probably” pay a living wage to their lowest paid employee for their area.

- By examining objective data from M.I.T.’s Living Wage Calculator for living wage by organization, it was uncovered that 51% of organizations that report paying a living wage actually do not.

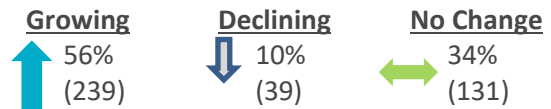
Benefits

Just over half (50.6%) of SC nonprofits offer health insurance to their full-time staff. This compares to organizations in Colorado (85%), Minnesota (86%) and North Carolina (66%) that offer health plans to full-time employees.

- Data from Bureau of Labor Statistics shows 69% of private industry organizations offer medical care benefits to full-time employees (South Atlantic region).

Nonprofit Organization Resilience

Organizations responding were categorized by the number of employees at the onset of the pandemic and compared to the number of employees projected for March 1, 2023. This is a measure of organizations’ health. In total:



By subsector, Arts, Culture, and Humanities organizations have suffered the most, as 23% (11) see their number of employees declining and 50% (24) no change, 27% (13) growing.

Challenges Ahead

Filling open positions in a timely manner and retaining leaders, especially those with two to five years of tenure at their current job, are among the most pressing challenges looking forward. Improving benefits, especially offering health insurance is another key aspiration for the sector.

Maximizing “silver linings” -- strategic partnerships/restructuring and remote working options -- from the pandemic presents a significant opportunity. Many training opportunities exist for Together SC on topics like living wage and HR policies addressing compensation disparities.