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Introduction

The ASAE Association Compensation & Benefits Study, 2020-2021 Edition (ACBS) compares salaries and employment benefits for 75 positions at associations and other nonprofit organizations. This study is an important source of compensation information for chief executive officers, association personnel, and consultants in the association industry.

As with any research study, it is important to use the ACBS in conjunction with other similar resources. 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. It is useful to consult data from more than one source because different studies will draw from varied populations and use a range of research methodologies.

Methodology

Survey Instrument

The 2020 Association Compensation & Benefits Survey asked respondents questions about organizational characteristics, as well as information regarding compensation, salary administration, and staff and retirement benefits. Survey participants were also asked about CEO employment agreements, performance, and salary review practices.

The same information is also provided in this book. The survey results are contained in two publications, the ASAE Association Compensation & Benefits Study, 2020-2021 Edition, and the Greater Washington Area Association Compensation & Benefits Study, 2020-2021 Edition (GWACBS). All data reported within the GWACBS are a special subset of Washington, DC metropolitan area organizations that participated in the survey. Results are also available through ASAE’s online interactive benchmarking platform, AssociaMetrics.

Data Collection

In March 2020, the ASAE research department sent survey invitations via email to survey contacts at 5,967 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. The survey closed in June 2020. Data cleaning and follow-up with organizations missing information was continued until analysis began in July 2020.
All data reported in the ASAE Association Compensation & Benefits Study, 2020–2021 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 5,967 invited organizations, 605 submitted partial or completed surveys for an overall response rate of 10.1 percent.

**Other Notes**

**Calculations with “Employee Benefits”**

The term “employee benefits” is challenging to define as it varies across organizations due to the range of methods used to calculate the value of benefits provided. Summary data on employee benefits in this study are based on the best estimates of these organizations.

**Definitions and Position Descriptions**

Appendix A includes definitions of many of the terms found in this study. This clarification of terminology is meant to improve the understanding of and interpretation of data. Appendix B contains full descriptions of each of the 75 positions assessed in this study. Since job titles vary across organizations, the position descriptions will provide the most accurate basis for comparison.

**Minimum Responses for Summary Calculations**

For purposes of confidentiality, if the number of respondents in a category is less than 5, no data are reported. An asterisk (*) is used to indicate instances where insufficient data is available. However, even without data, the number of organizations in a category in these occurrences can still provide information about the prevalence of specific positions.

**Implications of a Pandemic**

Survey respondents were asked to provide data that was effective February 1, 2020. After the survey was launched, the association industry along with every other industry worldwide faced unparalleled challenges as a result of the COVID-19 pandemic. Associations were forced to convert face-to-face meetings, one of their largest revenue streams, to virtual or cancel altogether. Many associations were able to change on the fly and have their staff members work remotely. However, there were many businesses and industries, e.g., travel and hospitality, that were greatly affected and were forced to close or operate at much less than 100 percent capacity. At the time this report was published, it is unknown what the effect on the overall economy or the association industry will be, however we did collect the following data in a separate survey that you can consider in conjunction with the compensation and benefits data.
Figure i  Operational Disruptions to Staffing and Staff Activities

What changes have occurred due to the global health crisis?  
(Select all that apply)

Source: Association Impact Survey, ASAE Research Foundation

Figure ii  Personnel Estimated to Be Impacted Due to Operational Disruptions

What level in the association is subject to this change?

Source: Association Impact Survey, ASAE Research Foundation
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 gives a demographic overview of responding organizations by organization type, total annual budget, total organization staff size, geographic scope, IRS classification, and industry/interest area.

Organization Type

As illustrated in Table I, the two largest responding groups were trade associations at 41.8 percent, and professional organizations at 50.4 percent. Professional organizations are comprised primarily of individual members, and trade association members are mainly made up of organizations. Organizations which defined themselves as neither a trade nor a professional organization made up the remaining 7.8 percent of respondents.

Table I 2020 Respondents by Organization Type

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Association</td>
<td>253</td>
<td>41.8%</td>
</tr>
<tr>
<td>Professional Association</td>
<td>305</td>
<td>50.4%</td>
</tr>
<tr>
<td>Other</td>
<td>47</td>
<td>7.8%</td>
</tr>
<tr>
<td>Under $500,000</td>
<td>36</td>
<td>6.0%</td>
</tr>
<tr>
<td>$500,000–$999,999</td>
<td>76</td>
<td>12.6%</td>
</tr>
<tr>
<td>$1,000,000–$4,999,999</td>
<td>262</td>
<td>43.3%</td>
</tr>
<tr>
<td>$5,000,000–$9,999,999</td>
<td>98</td>
<td>16.2%</td>
</tr>
<tr>
<td>$10,000,000–$24,999,999</td>
<td>86</td>
<td>14.2%</td>
</tr>
<tr>
<td>$25,000,000 or more</td>
<td>47</td>
<td>7.8%</td>
</tr>
<tr>
<td>10 or fewer</td>
<td>277</td>
<td>45.8%</td>
</tr>
<tr>
<td>11–20</td>
<td>130</td>
<td>21.5%</td>
</tr>
<tr>
<td>21–50</td>
<td>116</td>
<td>19.2%</td>
</tr>
<tr>
<td>51–100</td>
<td>47</td>
<td>7.8%</td>
</tr>
<tr>
<td>101 or more</td>
<td>35</td>
<td>5.8%</td>
</tr>
<tr>
<td>Local</td>
<td>44</td>
<td>7.3%</td>
</tr>
<tr>
<td>State</td>
<td>135</td>
<td>22.3%</td>
</tr>
<tr>
<td>Regional</td>
<td>27</td>
<td>4.5%</td>
</tr>
<tr>
<td>National</td>
<td>143</td>
<td>23.6%</td>
</tr>
<tr>
<td>North America</td>
<td>61</td>
<td>10.1%</td>
</tr>
<tr>
<td>International/Global</td>
<td>195</td>
<td>32.2%</td>
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Table I  2020 Respondents by Organization Type (continued)

<table>
<thead>
<tr>
<th>IRS Classification</th>
<th>N</th>
<th>Percent</th>
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</thead>
<tbody>
<tr>
<td>501 (c)(3)</td>
<td>190</td>
<td>31.4%</td>
</tr>
<tr>
<td>501 (c)(6)</td>
<td>372</td>
<td>61.5%</td>
</tr>
<tr>
<td>Other</td>
<td>43</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry/Interest Area</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare/Medical</td>
<td>124</td>
<td>20.5%</td>
</tr>
<tr>
<td>Education</td>
<td>92</td>
<td>15.2%</td>
</tr>
<tr>
<td>Construction/Housing</td>
<td>34</td>
<td>5.6%</td>
</tr>
<tr>
<td>Science</td>
<td>29</td>
<td>4.8%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>29</td>
<td>4.8%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>25</td>
<td>4.1%</td>
</tr>
<tr>
<td>Financial</td>
<td>24</td>
<td>4.0%</td>
</tr>
<tr>
<td>Government</td>
<td>15</td>
<td>2.5%</td>
</tr>
<tr>
<td>Environment</td>
<td>15</td>
<td>2.5%</td>
</tr>
<tr>
<td>Legal</td>
<td>14</td>
<td>2.3%</td>
</tr>
<tr>
<td>Engineering</td>
<td>13</td>
<td>2.1%</td>
</tr>
<tr>
<td>Utilities/Energy</td>
<td>12</td>
<td>2.0%</td>
</tr>
<tr>
<td>Hospitality</td>
<td>12</td>
<td>2.0%</td>
</tr>
<tr>
<td>Insurance</td>
<td>11</td>
<td>1.8%</td>
</tr>
<tr>
<td>Entertainment/Art</td>
<td>10</td>
<td>1.7%</td>
</tr>
<tr>
<td>Philanthropy/Charity</td>
<td>9</td>
<td>1.5%</td>
</tr>
<tr>
<td>Other</td>
<td>137</td>
<td>22.6%</td>
</tr>
</tbody>
</table>

Total Annual Budget and Total Staff Size

The highest concentration of responding organizations were in the middle budget ranges, one million to $4,999,999 and five million to $9,999,999.

Respondents were most likely to have a staff of 10 or fewer (45.8 percent). Organizations with staff sizes of 11-20 and 21-50 each comprised 40.7 percent of the respondent pool. The remaining 13.6 percent had staffs of more than 50.

IRS Classification

The majority of participating organizations (61.5 percent) are 501(c)(6) organizations, a tax-exempt status that allows them to engage in lobbying and political activities. This distinguishes them from 501(c)(3) organizations, which have an IRS tax-exempt status, and generally serve 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 under a third (31.4 percent) of the responding organizations are classified as 501(c)(3) organizations. The remaining survey respondents have another IRS classification.
Industry/Interest Area
Consistent with ASAE's overall membership, the largest percentage of survey respondents were from associations that served healthcare professionals and organizations. Associations serving the education and the construction/housing industries had the second and third highest percentages of respondents. See Table I.

Geographic Region
The following geographic category definitions, by region and division, are from the U.S. Census Bureau. Of note is that the South Atlantic Division includes the District of Columbia, Maryland, and Virginia, which constitute the largest concentration of associations in the United States as well as the highest percentage of survey respondents in 2020.

Table II Respondents by Geographic Region

<table>
<thead>
<tr>
<th>Census Region</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>South</td>
<td>302</td>
<td>49.9%</td>
</tr>
<tr>
<td>Midwest</td>
<td>168</td>
<td>27.8%</td>
</tr>
<tr>
<td>West</td>
<td>81</td>
<td>13.4%</td>
</tr>
<tr>
<td>Northeast</td>
<td>54</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Census Division</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Atlantic</td>
<td>243</td>
<td>40.2%</td>
</tr>
<tr>
<td>East North Central</td>
<td>118</td>
<td>19.5%</td>
</tr>
<tr>
<td>West North Central</td>
<td>50</td>
<td>8.3%</td>
</tr>
<tr>
<td>Pacific</td>
<td>49</td>
<td>8.1%</td>
</tr>
<tr>
<td>West South Central</td>
<td>42</td>
<td>6.9%</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>37</td>
<td>6.1%</td>
</tr>
<tr>
<td>Mountain</td>
<td>32</td>
<td>5.3%</td>
</tr>
<tr>
<td>New England</td>
<td>17</td>
<td>2.8%</td>
</tr>
<tr>
<td>East South Central</td>
<td>17</td>
<td>2.8%</td>
</tr>
</tbody>
</table>
Affiliated Entities

Over a third (37.0 percent) of responding organizations reported having no affiliated entities, many of the rest had more than one, including foundations, chapters/components, or at least one for-profit subsidiary.

Table III  Affiliated Entities

<table>
<thead>
<tr>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least one for-profit subsidiary</td>
</tr>
<tr>
<td>A foundation</td>
</tr>
<tr>
<td>Chapters/Components</td>
</tr>
<tr>
<td>None of the above</td>
</tr>
</tbody>
</table>