2017 Compensation and Benefits Survey
Executive Summary

conducted for the

National Association for Temple Administration
Serving the Reform Movement

3060 El Cerrito Plaza #331
El Cerrito, CA 94530

October 2017

Survey conducted and report prepared by:

Association Research, Inc.

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METHODOLOGY

The National Association for Temple Administration (NATA) once again selected Association Research, Inc., to conduct its biennial Salary Survey. Eight years ago, the NATA Compensation Committee developed a survey based on questions originally used for a 2004 Joint Survey with the North American Association of Synagogue Executives (NAASE). Essentially, the same questionnaire used in 2009 has been used every two years for survey result consistency and continuity when comparing data. Some years, minor updates have been made including adding a question about retirement this year, and adding a non profit management certificate option to the certifications held question.

Excluding bounces and people who asked to be removed from the survey database, a link to the online questionnaire was successfully e-mailed to 281 NATA members. Based on 230 responses, the response rate was 81.9% - even higher than the 77.7% response rate from 2015. Of the 230 respondents, 225 provided useable salary data. As for job title, more than three-quarters (77.0%) of the respondents reported they were an “Executive Director” and 15.9% were a “Temple Administrator.”

Association Research, Inc., an independent survey research firm specializing in research exclusively for trade associations, other non-profit organizations, and professional societies, carried out the survey and performed the analysis reported herein. Total confidentiality was maintained throughout. No individual salary data is or will be reported.

TERMS & DEFINITIONS

Base salary excludes all forms of compensation other than defined annual salary. Bonuses, benefits of all kinds (healthcare & other insurance, retirement, etc.) and perquisites (cell phones, car allowances, etc.) that are provided by the employer are not included.

USING THIS REPORT FOR SALARY COMPARISON

The information in this report is suitable for making general compensation comparisons—that is, it provides an array of useful benchmarks (location, education, congregation size, etc.). However, no one benchmark is a sufficient basis for comparison. It is only by combining and considering the information available from a number of benchmarks that appropriate compensation determinations can be made.

An individual’s compensation depends on many things, including education, experience, tenure, certification, location, congregation size, facilities overseen, and more. To illustrate the point, as of July 1, 2017, $102,686 was the average base salary for 225 respondents. The median salary was $90,000. Twenty-five percent of all respondents (first quartile) earned $70,338 or less, and 75% earned $123,500 or less (third quartile). However, respondents with an MBA (there were 33) averaged $121,613 in base salary, and those at congregations with the highest operating budget ($5,000,000 or more) averaged $187,676. Also notable, female respondents averaged $95,717 in base salary, 82.3% of their male counterparts. All of this is to underscore that no one factor provides an adequate benchmark for compensation determination. An objective assessment of compensation is possible only when a host of factors are considered in combination and weighted appropriately to unique circumstances.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2015</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of respondents</td>
<td>206</td>
<td>220</td>
<td>230</td>
</tr>
<tr>
<td><strong>Individual Characteristics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age (mean)</td>
<td>56.9</td>
<td>55.0</td>
<td>54.6</td>
</tr>
<tr>
<td>Gender: Female</td>
<td>63.7%</td>
<td>67.3%</td>
<td>67.4%</td>
</tr>
<tr>
<td>Years at current congregation (mean)</td>
<td>8.0*</td>
<td>7.3</td>
<td>6.9</td>
</tr>
<tr>
<td>Years in field of temple/synagogue administration (mean)</td>
<td>10.8*</td>
<td>9.9</td>
<td>9.9</td>
</tr>
<tr>
<td>Highest Education:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelors</td>
<td>41.6%</td>
<td>43.6%</td>
<td>44.3%</td>
</tr>
<tr>
<td>Masters</td>
<td>38.1%</td>
<td>39.9%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Certifications:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTA</td>
<td>9.2%</td>
<td>8.2%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Senior Member (NATA)</td>
<td>38.3%</td>
<td>26.4%</td>
<td>30.4%</td>
</tr>
<tr>
<td><strong>Congregation Characteristics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Units (mean)</td>
<td>735</td>
<td>699</td>
<td>675</td>
</tr>
<tr>
<td>Operating Budget (mean)</td>
<td>$2.6 million</td>
<td>$2.7 million</td>
<td>$2.9 million</td>
</tr>
<tr>
<td>Full-Time Employees (mean)</td>
<td>17</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Square Footage (mean)</td>
<td>46,027 sq ft</td>
<td>52,034 sq ft</td>
<td>44,910 sq ft</td>
</tr>
</tbody>
</table>

**SALARY**

Number of Respondents | 225

Annual Base Salary (as of July 1, 2017)

- **Mean (Average)**: $102,686
- **First Quartile**: $70,338
- **Median**: $90,000
- **Third Quartile**: $123,500

*Please note that in 2013, the questions regarding experience were worded differently: "How long have you worked as an executive director/temple administrator?" and "How long have you been in your current position?"*
BASE SALARY AND INDIVIDUAL CHARACTERISTICS

In general, experience and education were rewarded in terms of base salary and total compensation.

Respondents who have been at their current congregation for 10 or more years earn, on average, $3,000-$11,000 more in base salary than those with less tenure.

Base Salary by Years at Current Congregation

Base Salary by Gender

Source: 2017 NATA Salary Survey
BASE SALARY AND CONGREGATION CHARACTERISTICS

Congregation size—whether measured in membership units, operating budget, facility square footage, or full-time employees—is a measure of the complexity and magnitude of responsibilities required to execute the operations of the temple. The average base salary correlated positively with each of these size measures. Respondents serving congregations with more than 1,200 members earned three times the average salary for those with 300 or less members ($60,103), and nearly $38,000 more in base salary than their closest counterparts at congregations totaling 901 to 1,200 membership units.

![Base Salary by Membership Units](chart1)

Base Salary by Membership Units

Similarly, base salary increased with the operating budget. Those in congregations with $5 million or more in operating budget earned an average base salary of $187,676, which is approximately three times the salary of those in the smallest congregations (operating budget of less than $1 million).

![Base Salary by Operating Budget](chart2)

Base Salary by Operating Budget

Source: 2017 NATA Salary Survey
The type of programs and services offered by congregations also plays a major role in determining compensation. The highest average base salary was associated with congregations that offer day school ($160,000); however, there were only five respondents in this category, which means caution should be used when interpreting this data. Most respondents offered religious schools, and the average base salary for this segment was $102,273, while the average base salary for congregations with pre-schools was $119,994 and $120,734 for those that have day care centers. Those that had cemeteries reported an average base salary of $111,202.

Base Salary by Programs and Services

BENEFITS, PENSIONS & TIME OFF

BENEFITS

Health care plans were the most frequently offered benefit in 2017 – available to 75.7% of respondents and 31.7% of dependents. This represents another small yet further decline where in 2015 health care plans were available to 77.3% of respondents and 35.9% of dependents. In 2013, the decline was only recorded for employees and not dependents (80.1% of respondents and 33.0% of dependents had coverage). On average, 87.5% of the employee health care plan costs were paid/reduced and 79.4% of the dependents health care plan costs were paid.

Congregation membership dues were offered second-most often after the health care plan, and was available to 70.4% of respondents and was paid for 100% of the time. Other key benefits included professional development (63.5%), cell phone (48.7%), and long-term disability insurance (45.7%).
Dependents Benefits Offered by Synagogue/Temple: 2009-2017

- Health Care Plan
- Congregation Religious School Tuition
- Dental Insurance
- Early Childhood Education
- Vision Care
- Jewish Day School Tuition
- Cemetery Plot
- Long-Term Disability Ins.
- Life Insurance
- Long-Term Care Ins.

Source: 2017 NATA Salary Survey
Average Percent of Employee Benefits Paid/Reduced by Synagogue/Temple

- 84.4% Auto Allowance
- 87.5% Other
- 87.9% Congregation Membership Dues
- 94.4% Cemetery Plot
- 95.4% Long-Term Disability Insurance
- 97.1% Cell Phone
- 98.1% Professional Development
- 97.1% Life Insurance
- 95.4% Short-Term Disability
- 94.4% Vision Care
- 87.5% Health Care Plan
- 84.4% Dental Insurance

Source: 2017 NATA Salary Survey

Average Value of Top Employee Benefits Received

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care Plan</td>
<td>$6,947</td>
</tr>
<tr>
<td>Congregation Membership Dues</td>
<td>$2,495</td>
</tr>
<tr>
<td>Professional Development</td>
<td>$2,781</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$685</td>
</tr>
<tr>
<td>Long-Term Disability Insurance</td>
<td>$814</td>
</tr>
<tr>
<td>Dental Insurance</td>
<td>$494</td>
</tr>
<tr>
<td>Life Insurance</td>
<td>$14,643</td>
</tr>
</tbody>
</table>

PENSIONS

More than eight in 10 (81.3%) respondents have pensions, while nearly three-quarters of respondents (73.3%) reported that their pension was with the Reform Pension Board (RPB). The average size of the pension, which could be reported as a dollar amount or percent, was $12,603 or 11.1%.

TIME OFF

Paid vacation is available to 74.8% of the respondents, with an average of 19.4 days per year. Sick leave was available to six in 10 respondents (59.1%), averaging 8.9 days per year. One-third of respondents had paid time off, and 38.7% had an average of 5.1 personal days. Maternity/paternity leave was offered more often than in 2015 (31.3% vs 24.1%), but was still offered least often compared to other benefits, and averaged 51.4 days per year.
Time-Off Benefits Available

- Paid Vacation: 74.8%
- Sick Leave: 59.1%
- Personal Days: 38.7%
- Paid Time Off: 34.3%
- Maternity/Paternity: 31.3%

Source: 2017 NATA Salary Survey

Average Number of Days Off Available

- Maternity/Paternity: 51.4
- Paid Time Off: 20.4
- Paid Vacation: 19.4
- Sick Leave: 8.9
- Personal Days: 5.1

Source: 2017 NATA Salary Survey