

The 2006 Salary Survey of JCC Professionals

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How well-compensated are the professionals who work for Jewish Community Centers? What earning levels are associated with specific positions? How wide are the gaps from the top to the bottom of the salary spectrum? To what extent have salaries changed over the last few years, and how do the changes vary by job title? How large are the gaps in compensation between men and women professionals working in the same job categories?

These are among the questions addressed in this report on JCC professionals' salaries. We report on data collected in 2006 from JCCs throughout the United States (due to currency variations, we exclude the Canadian JCCs from this analysis). To address the questions above, this report of JCC professional salaries provides statistical information on the salaries of the wide range of professionals working in Jewish Community Centers in the United States.

Highlights of the Findings

In abbreviated form, these are the highlights:

1. **The average:** On average, JCC professionals earn nearly \$50,000 a year, exclusive of benefits.
2. **The range:** The lowest paid, largely entry level junior professionals, average about \$36,000; the highest paid are JCC executives (\$143,000).
3. **Keeping pace:** As compared with the last time we conducted such a study (2003), JCC professionals' salaries kept pace with the rate of inflation. In a period when the Cost of Living increased by 11%, JCC salaries on average increased by 12%.
4. **Closing the spread:** Those in the most junior positions experienced higher rates of increase (14%) than did everyone else. Those in executive positions increased (11%), slightly less the average for JCC professionals. These results point to a small narrowing of the gaps between the most and least senior positions in the system.
5. **Persisting gender gap:** Men continue to earn more than women for roughly equivalent positions, with roughly equivalent qualifications and seniority in the system. The gender gaps detailed in the 2003 report persisted, with inconsistent changes, up and down, in 2006.

The Data, the Instrument, and Analytic Issues

These results derive from a survey returned by the Chief Financial Officers or Executive Directors in 77 JCCs throughout the United States, during the spring and summer of 2006. They, in turn, reported the salaries of the 1,973 professionals, individually, who work in their JCCs. This survey did not collect information on seasonal workers, day care workers, or teachers in pre-schools.

In addition to the salary, we asked about hours, as well as several personal characteristics such as gender, age, education, and years working in the JCC field as well as for the particular JCC. We also asked respondents to classify the staff members' jobs into one of 39 possibilities (see list below.)

Several considerations complicate straightforward interpretation of these data. We can assume, for example, that not everybody understood the word, "salary" in the same way. Undoubtedly, the interpretation of "salary" varies from JCC to JCC, or even from one employee to the next. In addition, variations in the cost of living complicate the comparisons between JCCs -- \$50,000 in New York is worth less than \$50,000 in Memphis. We asked respondents to exclude benefits from their estimates of salaries, although the definition of benefits may at times be ambiguous. Last, and not least, the JCC field does not uniformly agree on the meaning of specific job titles, especially where, as in many smaller JCCs, professionals handle several tasks that are assigned to individual professionals in larger JCCs.

We excluded from this analysis professionals who work under 30 hours per week. For those working 30-39 hours, we adjusted reported salaries proportionately to be equivalent to a 40-hour work week. In other words, we increased the salaries of 30-hour-a-week professionals by one third, 35-hour-a-week workers by one seventh, and so forth.

The 39 Job Categories

Executive Director
Associate or Assistant Director
Program Director
Branch or Site Director
CFO
Assistant CFO
Human Resource Director
Membership and Marketing Director
Marketing and/or Public Relations Director
Membership Director
ECE Director
ECE Assistant Director
K-6 Youth Director
7-12 Youth/Teen Director
K-12 Youth Director
Family Services Director
Social Worker
Adult Director
Older Adult Director
Special Needs Director
Jewish Educator
Health, Physical Education, Recreation Director
Health, Physical Education, Recreation Assistant Director
Fitness/Wellness Director
Aquatics Director
Sports & Leagues/Recreation Director
Health Club Supervisor
Camp Director (Resident)
Assistant Resident Camp Director
Camp Director (Day)
Assistant Day Camp Director
Arts and Culture Director
Departmental Staff
Special Projects Director
Development/Campaign Director
MIS Director
Facilities Manager
Security Director
Other Professionals

Results: The Salaries of Full-Time JCC Professionals in the United States

The accompanying table provides statistics for the 39 job categories grouped into five tiers, as determined by average salary for each of the 39 job titles. The first tier consists of Executives. The second contains Assistant Execs, CFOs, and Branch or Site Directors. The third tier embraces a variety of senior managers such as ECE Directors, Adult Directors, and HPER Directors. The fourth tier includes somewhat lower-paid professionals such as Facilities Managers, Membership Directors, and Assistant CFOs. The fifth and the last tier consists of the lowest-paid professionals labeled “Other Professionals” and “Departmental Staff,” reflecting their lack of specific professional nomenclature.

Changes since 2003: Annual salary increases of 4%

Overall, in the three years between 2003 and 2006, the Consumer Price Index (CPI) has increased nearly 11%, or approximately 4% per annum (Bureau of Labor Statistics, www.bls.gov). The increase of JCC salaries by 12% leads to the conclusion that JCC salaries have kept pace with the National inflation rate of 11%.

Comment [I1]: Exactly 10.27 % -- should we say 10% instead?

Comment [I2]: Exactly 3.42% -- should we say 3% instead?

The gaps between higher paid and lower paid professionals narrowed between 2003 and 2006. Executives (Tier 1), for example, experienced an 11% increase in salaries while Miscellaneous Staff (Tier 5) saw their salaries rise by 14%. Recent salary increases have been received by employees at every level, and not only by those with the highest salaries, or those with the lowest salaries. However, JCCs have clearly made an effort to raise the salaries of their lowest paid workers at a greater rate than other employees, thus narrowing the gap between their highest and lowest salaried employees.

Gender Gaps in the Middle and Upper Levels

Throughout society, women generally occupy less prestigious and less well-paying jobs than men. Moreover, women receive lower compensation than men for comparable work in comparable jobs. These patterns extend to the non-profit sector, to religious institutions of all kinds, and to the organized Jewish community (including rabbis, federation professionals, and, as we documented in 2003, JCC professionals as well).

Indeed, in line with other job hierarchies in American society and Jewish communal life, the proportion of males rises with prestige and compensation of job title. Among Executives, about 71% are male; among the lowest-ranking professionals (tier 5), about 23% are male. Does the gender gap extend to salaries for comparable jobs in the JCC system, as it did in 2003?

To determine whether gender gaps in salaries persisted into 2006, we performed a statistical analysis that relied upon grouping professionals into five tiers, organized by average salary levels (as described above). Several factors other than job title affect salary levels. We sought to determine the specific, net impact of gender while removing the statistical effects of other, possibly confounding factors. To do so, we ran the gender analysis within the five tiers. Then, within each tier, we used a multivariate statistical procedure to account for the impact of JCC size, how long individuals had held their current position, and how long they had worked for the specific JCC. (We could not control for educational achievement – essentially, the impact of holding a masters degree – as the data were incomplete and varied widely from center to center.)

The results point to persisting gender gaps in salaries at three of the five levels, after accounting for the size of JCC and seniority. Thus, men earn substantially more than women for the same types of jobs among Executives and Senior managers. At the same time, among Sub-executives and lower-ranking professionals (“line workers,” entry level professionals, and others), no sizeable gender gaps exist.

With respect to adjusted salaries (i.e., adjusted by size of JCC and seniority), the greatest difference is seen among Senior Managers (tier 3), where men’s salaries are 18% greater than their female counterparts. A large gap also characterizes Executives (tier 1), where men earn, on average, 10% more than women. Sub-executives (tier 2)

fair slightly better, with men earning 6% more than women. The salary difference between men and women is less than 5% for “Other Professionals” (tier 4) and “Miscellaneous Titles” (tier 5).

Compared to 2003, these results indicate that little progress has been made in closing the salary gap. The only group for which the salary gap decreased was Sub-executives, whose salary differences decreased from 12 to 6%; the salary gap widened in all other groups.

Comparisons of Mean Salaries by Tier: 2003 versus 2006

| Tier | 2003 | | 2006 | | % Difference* |
|------------------------------|------|-------------|------|-------------|---------------|
| | N | Mean Salary | N | Mean Salary | |
| Tier 1: Executives | 94 | 128292 | 77 | 142910 | 11% |
| Tier 2: Sub-Executives | 167 | 76998 | 146 | 82561 | 7% |
| Tier 3: Senior Managers | 503 | 49237 | 414 | 55292 | 12% |
| Tier 4: Other Professionals | 775 | 38219 | 681 | 42522 | 11% |
| Tier 5: Miscellaneous Titles | 541 | 31453 | 655 | 35948 | 14% |

* Positive numbers represent higher 2006 salaries

Tier 1 = Executives

Executive Directors

Tier 2 = Sub-Executives

Assistant Executive Director, CFO, Branch or Site Director

Tier 3 = Senior Managers

Development/Campaign Director, Resident Camp Director, Membership and Marketing Director, Jewish Educator, ECE Director, Program Director, HPER Director, Human Resource Director, MIS Director, Day Camp Director, Arts and Culture Director, Family Services Director, Adult Director

Tier 4 = Other Professionals

Assistant CFO, Facilities Manager, Marketing Director Only, Membership Director Only, Security Director, Older Adult Director, Special Needs Director, Special Projects Director, K-12 Youth Director, Assistant Resident Camp Director, ECE Assistant Director, Social Worker, Fitness/Wellness Director, HPER Assistant Director, k-6 Youth Director, Assistant Day Camp Director, 7-12 Youth/Teen Director, Sports Leagues and Recreation Director, Aquatics Director, Health Club Supervisor

Tier 5 = Miscellaneous Titles

Departmental Staff, Other Professionals

Gender Analysis by Tier

| Tier | Gender | 2003 | | 2006 | |
|------------------------------|--------|------|--|------|--|
| | | N | Predicted Mean Salary Adjusted for JCC Size and Experience | N | Predicted Mean Salary Adjusted for JCC Size and Experience |
| Tier 1: Executives | Male | 58 | 126349 | 55 | 146662 |
| | Female | 24 | 119464 | 22 | 133529 |
| Tier 2: Sub-Executives | Male | 56 | 81928 | 52 | 86980 |
| | Female | 73 | 72916 | 77 | 81989 |
| Tier 3: Senior Managers | Male | 88 | 55131 | 96 | 62693 |
| | Female | 330 | 47753 | 274 | 53037 |
| Tier 4: Other Professionals | Male | 222 | 38979 | 203 | 44156 |
| | Female | 419 | 37723 | 401 | 41902 |
| Tier 5: Miscellaneous Titles | Male | 109 | 30699 | 135 | 35563 |
| | Female | 314 | 31062 | 451 | 36736 |

| Tier | 2003 Salary Differences* | 2006 Salary Differences* |
|------------------------------|--------------------------|--------------------------|
| Tier 1: Executives | 6% | 10% |
| Tier 2: Sub-Executives | 12% | 6% |
| Tier 3: Senior Managers | 15% | 18% |
| Tier 4: Other Professionals | 3% | 5% |
| Tier 5: Miscellaneous Titles | -2% | -3% |

* Positive numbers represent higher male salaries, while negative numbers represent higher female salaries.

Tier 1 = Executives

Executive Directors

Tier 2 = Sub-Executives

Assistant Executive Director, CFO, Branch or Site Director

Tier 3 = Senior Managers

Development/Campaign Director, Resident Camp Director, Membership and Marketing Director, Jewish Educator, ECE Director, Program Director, HPER Director, Human Resource Director, MIS Director, Day Camp Director, Arts and Culture Director, Family Services Director, Adult Director

Tier 4 = Other Professionals

Assistant CFO, Facilities Manager, Marketing Director Only, Membership Director Only, Security Director, Older Adult Director, Special Needs Director, Special Projects Director, K-12 Youth Director, Assistant Resident Camp Director, ECE Assistant Director, Social Worker, Fitness/Wellness Director, HPER Assistant Director, k-6 Youth Director, Assistant Day Camp Director, 7-12 Youth/Teen Director, Sports Leagues and Recreation Director, Aquatics Director, Health Club Supervisor

Tier 5 = Miscellaneous Titles

Departmental Staff, Other Professionals

PROFESSIONAL JOB DEFINITIONS

| TITLE | DESCRIPTION |
|---------------------------------|--|
| Executive Director | Chief professional in agency. Sometimes called Executive Vice President General Director or Center Director in a Functional Federation. |
| Associate or Assistant Director | The <u>second key professional</u> in charge of the Agency. Sometimes also called the Associate Executive Director Assistant Executive Director. |
| Program Director | Often the <u>third key professional</u> in the Agency. Overall supervisor of multiple program staff. Sometimes called the Assistant Director when a Associate Director exists. |
| Branch or Site Director | Lead staff member of a JCC site where multiple facilities report to a central administration. Sometimes also called a Regional Director. |
| CFO | Chief financial officer reporting directly to the Executive Director. Sometimes also called Director of Administration or Accounting Manager. |
| Assistant CFO | The second key financial professional. Reports to the CFO. Sometimes also called Senior Bookkeeper Comptroller Controller or Bookkeeper. |
| Human Resource Director | Responsible for salary and benefit administration as well as personnel administration. |
| Membership & Marketing Dir | Professional is responsible for <u>both</u> of these areas. (See next job titles as well.) |
| Marketing and/or PR Director | Professional responsible for either/both of these areas. |
| Membership Director | Professional responsible for membership recruitment and retention as a sole assignment. |
| ECE Director | Professional responsible for all aspects of early childhood education including supervision of ECE professionals/teachers. |
| ECE Assistant Director | Usually second key professional in ECE Department. Sometimes also called Head Teacher (in smaller JCCs) or teachers with administrative responsibilities. |

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| K-6 Youth Director | Responsible for all aspects of K-6 youth programming and supervision of staff as a sole assignment. Responsibilities may also include afterschool care. |
| 7-12 Youth/Teen Director | Responsible for all aspects of teen programming (7-12) and supervision of staff as a sole assignment. Responsibilities may also include BBYO Director or Young Judaea Director. |
| K-12 Youth Director | Responsible for all aspects of youth programming for children (K-12) and supervision of staff. |
| Family Services Director | Responsible for all aspects of family programming and supervision of staff. Sometimes called Group Services Director. |
| Social Worker | Responsible for delivering classical social group work or case work services. |
| Adult Director | Responsible for all aspects of adult programming and supervision of staff. Responsibilities may also include cultural arts as one aspect of the position and may include older adults if there is no Older Adult director position. |
| Older Adult Director | Responsible for all aspects of <i>older adult programming only</i> and supervision of staff. Responsibilities may also include frail and elderly services. |
| Special Needs Director | Responsible for all special needs programs and staff. |
| Jewish Educator | Responsible for developing and implementing Jewish programming and educational activities. Sometimes also called Jewish Educational Director. |
| Health PE Recreation Director | Responsible for all aspects of health physical education and recreation including supervision of health physical education and recreation professionals and teachers. |
| Health PE Recreation Ass't Dir | Usually the second key professional in the health physical education and recreation department. |
| Fitness/Wellness Director | Responsible for all aspects of adult fitness and wellness and/or group exercise classes. |
| Aquatics Director | Responsible for overall administration of aquatics programs and swimming pool(s). |
| Sports & Leagues/Recreation Dir | Responsible for all athletic leagues and programs. |

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| Health Club Supervisor | Responsible for all administrative aspects of health club. |
| Camp Director (Resident) | Responsible for all administrative aspects of resident camp programs. |
| Ass't Resident Camp Director | Usually the second key year-round professional responsible for resident camp. |
| Camp Director (Day) | Responsible for all administrative aspects of day camp programs. |
| Assistant Day Camp Director | Usually the second key administrator of day camp programs. |
| Arts and Culture Director | Responsible for all cultural arts programs and staff as the primary job function. |
| Departmental Staff | These individuals may work in any department. Sometimes called the assistant departmental director or departmental staff. |
| Special Projects Director | Responsible for coordinating and directing special events during the year. |
| Development/Campaign Director | Responsibilities may include annual fundraising and endowment development. |
| MIS Director | Professional in charge of the management information systems information technology. |
| Facilities Manager | Manages JCC buildings and grounds including supervision of maintenance and housekeeping personnel. Sometimes also called Building Superintendent Housekeeping Manager Building Manager. |
| Security Director | Responsible for all security-related issues in the JCC. |
| Other Professionals | e.g. Volunteer Directors Information Technology or any other permanent professional position not fitting into the above categories. |