

2008 - 2009 Nevada Nonprofit Compensation Study

Sponsored by

NEVADA  NONPROFITNEWS



2008 - 2009
NEVADA NONPROFIT
COMPENSATION STUDY

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NEVADA NONPROFITNEWS

The Nevada Nonprofit News™ is an online publication that highlights the news, events, and topics of interest to professionals, volunteers, and supporters of the nonprofit sector in Nevada. Established in 2005, the Nevada Nonprofit News™ has grown to cover all aspects of the nonprofit sector in Nevada. As the statewide leader of news and information specifically for the nonprofit sector, the Nevada Nonprofit News™ is committed to connecting Nevada's nonprofit professionals.

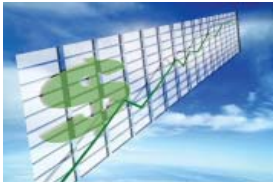
Deanna Ackerman is the founder, publisher and editor of the Nevada Nonprofit News™. Her interest in bringing news and information to nonprofit professionals grew out of consulting work conducted in Reno, Las Vegas, Maryland, Virginia, and Washington, DC. She is actively involved in the nonprofit sector and has provided consulting and training services to hundreds of community and faith-based organizations.

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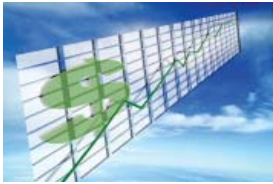
The mission of the Human Services Network (HSN) is to support and sustain the collective action necessary to assure the provision of quality human services in the Truckee Meadows. HSN membership meetings are the perfect opportunity to network with human services providers and the corporations and individuals who support them. HSN has three membership categories including Human Services Organization, Corporation and Individual.

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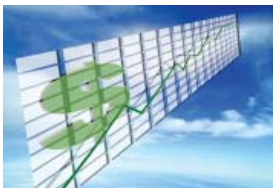


ABOUT THE STUDY

The purpose of the 2008 - 2009 Nevada Nonprofit Compensation Study is to strengthen Nevada's nonprofit sector, enabling organizations and individuals to determine their worth in an ever-changing marketplace. This is the first statewide study conducted. This study generated baseline nonprofit sector data for ongoing longitudinal, regional and statewide analysis. Previous studies conducted by Nevada Nonprofit News™ and the Human Services Network only covered certain regions of the state. The results of this study are presented based upon percentages of organizations responding to the survey. Organizational budget "size" is the main determinant used to segregate the results. One section of the report is dedicated to salary ranges based upon region.



For the purposes of this study, private non-profit organizations registered as tax-exempt entities with the U.S. Internal Revenue Service under Section 501(c)(3) of the Internal Revenue Code were included, with the exception of new charitable organizations that received their nonprofit designation after January 1, 2008, religious congregations, trade associations, and private foundations. Nonprofit organizations and individuals included in the survey represent the following subsectors: arts, culture, and humanities; education; environment and animals; health; human services; public, societal benefit; and intermediaries.



The term "workforce" in the nonprofit sector often refers to both paid and volunteer staff. However, the results of this study only represent paid staff.

Data for the study was compiled using an electronic survey that was administered in a web-based format, using Zoomerang (zoomerang.com). A total of 168 responses were received. Qualitative data was also included as part of this report in order to ensure that pertinent information regarding nonprofit organizations was considered as part of the final report. The salary data presented in this report includes nine positions, which are considered "key" or in some cases, essential positions for operating a nonprofit organization. Salary data is presented by position and location as compared by an organization's size. Salary ranges are used so that nonprofit leaders can determine if their current compensation practices are in line with other organizations of their size throughout the state.

All respondents were provided with complete confidentiality and assured that the Nevada Nonprofit News™ has sole responsibility for the survey, no one outside the company will have access to raw data, and no survey respondent will ever be identified by name or organization. As a special incentive to complete the survey, participants who self-disclosed that they participated were offered a 10% discount off the purchase price of the final report.

COMPARISON OF SURVEY PARTICIPANTS

For best results, the study focused on financially viable organizations, which were defined as organizations that employ at least one staff member, generate revenues of at least \$25,000 or more, and have more than one type of funding source. Of the organizations considered, 61% had budgets under \$1,000,000 and 39% had budgets over \$1,000,000. Despite negative economic factors, many of the organizations have grown their annual operating budgets. Only 18% indicated that they had decreased their annual budgets.

Location	
Rural	6%
North	39%
South	55%

Operating Budget	
Under \$250,000	25%
\$250,000 - \$499,999	16%
\$500,000 - \$999,999	20%
\$1,000,000 - \$4,999,999	27%
\$5,000,000 - \$10,000,000	9%
Over \$10,000,000	3%

Part-time employees	
0-4	60%
5-10	19%
11-20	5%
21-40	9%
41 or more	7%

Full-time employees	
0-4	49%
5-10	20%
11-20	7%
21-40	11%
41-59	4%
60 or more	9%

PROFILE OF NEVADA'S NONPROFIT PROFESSIONALS

A snapshot of Nevada's nonprofit professionals shows that 65% have held their current position for five years or less, 10% have been in their position between six to eight years and 25% have been in their position for more than eight years.



Years in the Sector	All respondents
Less than 1 year	2%
1 - 5 years	33%
6 - 10 years	24%
11 - 20 years	21%
Over years 20 years	20%
Years in Current Position	All respondents
Less than 1 year	10%
1 - 2 years	18%
3 - 5 years	37%
6 - 8 years	10%
More than 8 years	25%

Education Level	CEO/Pres/Exec. Directors	All other staff
High school grad only	1%	7%
Some college, no degree	16%	19%
Associates Degree	8%	7%
Bachelor's Degree	50%	38%
Master's Degree	25%	25%
Ph.D.	0%	4%

COMPENSATION PRACTICES

HIRING TRENDS

Has your organization had to lay off employees in the past 12 months	
Yes	16%
No	84%
Reasons for lay offs	
Change in programming (no longer providing specific services)	38%
Lack of funding	58%
Other reasons	4%

Has your organization hired new employees over the last 12 months?	
Yes	87%
No	13%
Was the new staff hired to fill an existing position or a new position?	
Existing position	55%
New position	45%

Does your organization anticipate hiring additional staff in 2009	
Yes	47%
No	38%
Unsure	15%
Which of the following areas do you anticipate hiring additional staff (select all that apply)	
Administrative/Support	18%
Programs	75%
Fundraising	18%

“Like the for-profit sector, the non-profit job market is very tight right now. Fundraising results are down which effects new positions and filling vacancies. With all that said, there is optimism in the non-profit sector about the future. ”

~ Diane Carlson, CEO, 1-2-1 Executive Search



47% of the organizations surveyed stated that it was not difficult at all to hire and retain qualified staff, even with the recent changes to the economy.

40% stated it was somewhat difficult, while 13% stated it was very difficult to retain qualified staff.

SALARY INCREASES

Do you expect salaries paid by your organization to increase in the next twelve months?	
Yes	53%
No	47%
By what percentage do you expect salaries to increase	
1% - 3%	63%
4% - 7%	30%
8% - 10%	-
Unsure	7%
How do you offer salary increases (select all that apply)	
Merit or performance based increases	73%
Cost of living increases	45%
Length of service increases	14%
Across the board increases	9%

Salary Ranges by Position

Salary ranges by position without regard to organization's budget or location - CEO/President/Executive Director

Less than \$50K	\$50K-\$75K	\$75K-\$100K	\$100K-\$125K	\$125K-\$150K	\$150K - \$200K	Over \$200K
26%	37%	8%	9%	11%	3%	6%

Salary ranges by position without regard to organization's budget or location - CFO/VP of Finance, or Controller

No staff No CPA	CPA firm used	Less than \$50K	\$50K-\$75K	\$75K-\$100K	\$100K - \$125K	Over \$125K
26%	17%	20%	16%	13%	2%	6%

Salary ranges by position without regard to organization's budget or location - CDO/Director of Development

No staff	Less than \$50K	\$50K-\$65K	\$65K-\$80K	\$80K-\$100K	\$100K - \$125K	Over \$125K
33%	22%	24%	4%	7%	8%	2%

Salary ranges by position without regard to organization's budget or location - VP/Director of Public Relations & Marketing

No staff	Less than \$50K	\$50K-\$75K	\$75K-\$100K	\$100K-\$125K	Over \$125k
71%	11%	9%	4%	4%	1%

Salary ranges by position without regard to organization's budget or location - Program Management (includes staff dedicated solely to any special projects, programs, collaboratives, educational outreach, etc.)

No staff - volunteers are used	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K-\$75K	More than \$75K
15%	7%	49%	17%	8%	4%



Salary ranges by position without regard to organization's budget or location - Director of Information Technology

No staff	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K - \$75K	Over \$75K
73%	6%	4%	8%	5%	4%

Salary ranges by position without regard to organization's budget or location - Office Manager

Less than \$30K	\$30K - 35K	\$35K-\$40K	\$40K - \$45K	\$45K-\$50K	Over \$50K
45%	21%	13%	3%	6%	12%

Salary ranges by position without regard to organization's budget or location - Director of Volunteers or Volunteer Coordinator

No staff	Less than \$25K	\$25K-\$40K	\$40K-\$55K	Over \$55K
71%	15%	9%	4%	1%

Salary ranges by position without regard to organization's budget or location - Case Manager

Less than \$25K	\$25K - \$40K	\$40K - \$55K	\$55K-\$75K	Over \$75K
21%	70%	5%	3%	1%

Salary Ranges by Position & Location

CEO/President/ Executive Director	Less than \$50K	\$50K- \$75K	\$75K- \$100K	\$100K- \$125K	\$125K- \$150K	\$150K - \$200K	Over \$200K
Rural Nevada	-	100%	-	-	-	-	-
Southern Nevada	17%	29%	14%	7%	18%	5%	10%
Northern Nevada	37%	44%	6%	13%	-	-	-

CFO, VP Finance, Controller	No staff or use CPA	Less than \$50K	\$50K- \$75K	\$75K- \$100K	\$100K - \$125K	\$125K - \$150K	Over \$150K
Rural Nevada	-	100%	-	-	-	-	-
Southern Nevada	36%	18%	14%	21%	4%	3%	4%
Northern Nevada	63%	13%	24%	-	-	-	-

Chief Development Officer/Director of Development	No staff	Less than \$50K	\$50K- \$65K	\$65K- \$80K	\$80K- \$100K	\$100K - \$125K	Over \$125k
Rural Nevada	100%	-	-	-	-	-	-
Southern Nevada	36%	14%	18%	4%	7%	14%	7%
Northern Nevada	77%	13%	8%	-	2%	-	-

VP/Director of PR & Marketing	No staff	Less than \$50K	\$50K- \$75K	\$75K- \$100K	\$100K - \$125K	Over \$150K
Rural Nevada	100%	-	-	-	-	-
Southern Nevada	60%	14%	11%	8%	7%	-
Northern Nevada	63%	13%	24%	-	-	-

Director of IT, Database Manager or similar position	No staff and/or use volunteers	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K - \$75K	Over \$75K
Rural Nevada	100%	-	-	-	-	-
Southern Nevada	60%	4%	7%	14%	6%	9%
Northern Nevada	82%	13%	-	-	-	5%

Program Manager	No staff and/or use volunteers	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K - \$75K	Over \$75K
Rural Nevada	-	33%	67%	-	-	-
Southern Nevada	18%	3%	25%	28%	16%	10%
Northern Nevada	31%	13%	25%	19%	12%	-

Office Manager	Less than \$30K	\$30K-\$35K	\$35K-\$40K	\$40K - \$45K	\$45K - \$50K	Over \$50K
Rural Nevada	67%	-	33%	-	-	-
Southern Nevada	46%	14%	5%	5%	10%	20%
Northern Nevada	37%	37%	18%	-	-	8%

Case Manager	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K - \$75K	Over \$75K
Rural Nevada	-	100%	-	-	-
Southern Nevada	25%	63%	-	12%	-
Northern Nevada	20%	80%	-	-	-

Director of Volunteers	No staff and/or use volunteers	Less than \$25K	\$25K-\$40K	\$40K-\$55K	Over \$55K
Rural Nevada	33%	67%	-	-	-
Southern Nevada	63%	14%	15%	7%	1%
Northern Nevada	88%	7%	5%	-	-

Salary Ranges by Position & Budget

Salary ranges by position and organization's budget - CEO/President/Executive Director

Budget	Less than \$50K	\$50K-\$75K	\$75K-\$100K	\$100K-\$125K	\$125K-\$150K	\$150K - \$200K	Over \$200K
Under \$250,000	72%	28%	-	-	-	-	-
\$250,000-\$499,999	53%	43%	4%	-	-	-	-
\$500,000-\$999,999	-	77%	1%	22%	-	-	-
\$1,000,000-\$4,999,999	-	33%	39%	12%	8%	7%	1%
\$5,000,000-\$10,000,000	-	-	-	5%	11%	80%	4%
Over \$10,000,000	-	25%	-	25%	-	-	50%

Salary range by position and organization's budget - Chief Fundraising Officer/Director of Development

Budget	No staff	Less than \$50K	\$50K-\$65K	\$65K - \$80K	\$80K-\$100K	\$100K - \$125K	Over \$125K
Under \$250,000	100%	-	-	-	-	-	-
\$250,000-\$499,999	42%	57%	-	-	-	1%	-
\$500,000-\$999,999	25%	55%	11%	9%	-	-	-
\$1,000,000-\$4,999,999	15%	15%	33%	9%	10%	10%	8%
\$5,000,000-\$10,000,000	10%	-	15%	-	70%	5%	-
Over \$10,000,000	-	-	-	-	5%	45%	50%

Salary range by position and organization's budget - VP/Director of Public Relations & Marketing

Budget	No staff*	Less than \$50K	\$50K-\$75K	\$75K-\$100K	\$100K-\$125K	Over \$125k
Under \$250,000	100%	-	-	-	-	-
\$250,000-\$499,999	85%	15%	-	-	-	-
\$500,000-\$999,999	66%	22%	12%	-	-	-
\$1,000,000-\$4,999,999	50%	16%	17%	9%	8%	-
\$5,000,000-\$10,000,000	75%	-	25%	-	-	-
Over \$10,000,000	-	-	-	90%	5%	5%

*Respondents either receive pro-bono services or utilize an outside PR firm or consultant.

Salary ranges by position and organization's budget - CFO, VP of Finance, Director of Finance

Budget	No staff/ no CPA	CPA firm used	Less than \$50K	\$50K-\$75K	\$75K-\$100K	\$100K-\$125K	\$125K-\$150K	Over \$150K
Under \$250,000	54%	46%	-	-	-	-	-	-
\$250,000-\$499,999	28%	24%	47%	-	-	-	1%	-
\$500,000-\$999,999	33%	11%	45%	11%	-	-	-	-
\$1,000,000-\$4,999,999	8%	12%	16%	42%	17%	-	-	5%
\$5,000,000-\$10,000,000	-	-	-	25%	70%	5%	-	-
Over \$10,000,000	-	-	-	-	5%	45%	50%	-

*Most often, the organization with no staff or CPA utilize other staff (or volunteers) who are tasked with this duty.



Salary ranges by position and organization's budget - Program Manager

	No staff and/or volunteers used	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K-\$75K	Over \$75k
Under \$250,000	72%	-	10%	18%	-	-
\$250,000-\$499,999	-	14%	57%	29%	-	-
\$500,000-\$999,999	1%	10%	60%	29%	-	-
\$1,000,000-\$4,999,999	-	-	7%	42%	42%	9%
\$5,000,000-\$10,000,000	-	12%	37%	23%	10%	18%
Over \$10,000,000	25%	-	-	-	-	75%

Salary ranges by position and organization's budget - Director of Information Technology

	No staff	Less than \$25K	\$25K-\$40K	\$40K-\$55K	\$55K-\$75K	Over \$75k
Under \$250,000	90%	10%	-	-	-	-
\$250,000-\$499,999	100%	-	-	-	-	-
\$500,000-\$999,999	77%	23%	-	-	-	-
\$1,000,000-\$4,999,999	66%	-	8%	21%	-	5%
\$5,000,000-\$10,000,000	-	-	25%	50%	25%	-
Over \$10,000,000	-	-	-	-	50%	50%

Salary ranges by position and organization's budget - Case Manager

	Less than \$25K	\$25K-\$40K	\$40K - \$55K	\$55K - \$75K	Over \$75K
Under \$250,000	50%	50%	-	-	-
\$250,000-\$499,999	-	100%	-	-	-
\$500,000-\$999,999	-	100%	-	-	-
\$1,000,000-\$4,999,999	-	100%	-	-	-
\$5,000,000-\$10,000,000	50%	50%	-	-	-
Over \$10,000,000	-	-	-	100%	-

Salary ranges by position and organization's budget - Office Manager

	Less than \$30K	\$30K-\$35K	\$35K - \$40K	\$40K - \$45K	\$45K - \$50	Over \$50K
Under \$250,000	100%	-	-	-	-	-
\$250,000-\$499,999	65%	34%	-	-	-	1%
\$500,000-\$999,999	38%	39%	23%	-	-	-
\$1,000,000-\$4,999,999	18%	27%	19%	9%	17%	10%
\$5,000,000-\$10,000,000	50%	50%	-	-	-	-
Over \$10,000,000	-	-	-	-	-	100%

Salary range by position and organization's budget - Director of Volunteers/Volunteer Coordinator

	No staff	Less than \$25K	\$25K-\$40K	\$40K - \$55K	Over \$55K
Under \$250,000	100%	-	-	-	-
\$250,000-\$499,999	57%	43%	-	-	-
\$500,000-\$999,999	44%	45%	11%	-	-
\$1,000,000-\$4,999,999	65%	-	25%	10%	-
\$5,000,000-\$10,000,000	100%	-	-	-	-
Over \$10,000,000	50%	-	-	50%	-

BENEFITS

Tax Deferred 401(k) Plan Growth	
Age	Estimated 401(k) Value
36	\$135,634
41	\$239,645
51	\$542,309
	\$711,048

Taxable Savings Plan Growth	
Age	Estimated Savings Value
36	\$134,506
41	\$223,777
51	\$455,948
	\$672,622

Pre-tax retirement income (from retirement age) **\$3,395**
Monthly income

OVERVIEW

Many of the survey participants offer some type of health insurance to their employees. The tables on page 19 show the various benefits provided by each organization (broken out by organization budget). The findings indicate larger organizations, those with budgets over \$1,000,000, are more likely to offer health insurance than are the smaller organizations. About half of the organizations surveyed require their employees to contribute a payment towards the benefits provided. In the statewide comparison, 78% of the southern Nevada nonprofits, 56% of the northern Nevada nonprofits, and 67% of the rural nonprofit organizations offered health insurance. The southern Nevada nonprofit organizations were two times more likely to offer retirement benefits than were the rural and northern nonprofit organizations.

67% of the organizations added benefits over the last 12 months and 33% discontinued benefits over the last 12 months.

Percent of organizations providing benefits to full-time employees

Budget Size	health insurance	dental insurance	long term disability
Under \$250,000	45%	9%	0%
\$250,000 - \$499,999	29%	29%	0%
\$500,000 - \$999,999	77%	44%	22%
\$1,000,000 - \$4,999,999	100%	100%	50%
\$5,000,000 - \$10,000,000	100%	100%	100%
Over \$10,000,000	100%	100%	100%

Budget Size	retirement	maternity or family leave	professional development
Under \$250,000	10%	18%	45%
\$250,000 - \$499,999	31%	35%	50%
\$500,000 - \$999,999	55%	22%	67%
\$1,000,000 - \$4,999,999	83%	58%	30%
\$5,000,000 - \$10,000,000	75%	75%	100%
Over \$10,000,000	100%	100%	100%

Percentage of organizations providing CEO/President/Executive Director with additional benefits (respondents could select more than one answer)

Benefits	
No additional benefits provided	38%
Additional vacation	20%
Expense account	4%
Car or Car allowance	26%
Laptop computer for use at home	31%
Palm pilot	22%
Travel/conference fees	35%
Housing or housing allowance	1%
Club Memberships	4%
Cell phone	44%



INCENTIVE PAY

Does your organization offer incentive pay or bonuses to any full-time employees	Yes	No
Under \$250,000	18%	82%
\$250,000 - \$499,999	14%	86%
\$500,000 - \$999,999	78%	22%
\$1,000,000 - \$4,999,999	17%	83%
\$5,000,000 - \$10,000,000	50%	50%
Over \$10,000,000	15%	85%
If yes, are bonuses linked to any of the following		
Fundraising results	-	-
Achievement of written plans	39%	-
Both	31%	-
Other (some reasons listed below)	30%	-
Board recommendations		
Longevity		
"Surviving another year working for the organization"		



TIME OFF PRACTICES

Does your organization offer staff 'comp time'	Yes	No
Under \$250,000	55%	45%
\$250,000 - \$499,999	57%	43%
\$500,000 - \$999,999	56%	44%
\$1,000,000 - \$4,999,999	75%	25%
\$5,000,000 - \$10,000,000	25%	75%
Over \$10,000,000	50%	50%
Does your organization offer flex time		
Under \$250,000	100%	-
\$250,000 - \$499,999	100%	-
\$500,000 - \$999,999	66%	34%
\$1,000,000 - \$4,999,999	67%	33%
\$5,000,000 - \$10,000,000	50%	50%
Over \$10,000,000	50%	50%

PERSONAL SATISFACTION RATES

Would you say that you are completely satisfied, somewhat satisfied, or not satisfied at all with your current compensation package?

Respondent	Completely Satisfied	Somewhat Satisfied	Not Satisfied
CEO/President/Executive Director	32%	61%	7%
All other staff	20%	79%	1%

Has your salary or hourly pay increased over the past 12 months?

Respondent	Yes	No
CEO/President/Executive Director	42%	58%
All other staff	64%	36%

In the last 12 months, have you actively sought out other employment (i.e., searched job announcements, applied for another position, interviewed for another position, etc.)?

Respondent	Yes	No	Prefer Not to Answer
CEO/President/Executive Director	26%	74%	0%
All other staff	47%	48%	5%

If you have been actively seeking employment, list the reasons you would like to obtain a new position? (responses based upon the percentage of respondents indicating they would like new employment; select all that may apply)

Reason	
Increase my salary	62%
Improve my work environment	45%
Increase my opportunity for promotion	35%
Opportunity to work for another type of organization	26%
Downsizing at my nonprofit organization	5%
Budget cuts at my nonprofit will eventually eliminate my position	5%
Other - organizational stability, new challenges, chance to start my own nonprofit organization	26%



CAREER TRANSITIONS

51% of the respondents who reported they were not actively seeking employment stated that they expected to receive a promotion in the near future. 49% reported that they expected to move to another organization. 52% of the respondents who expected to move to another organization would do so for money. 38% reported they want better benefits.

PROFESSIONAL SATISFACTION

Individuals surveyed for the study reported moderate levels of satisfaction with their current compensation package. Those in leadership positions were more likely to report being “not satisfied” with their current compensation package when compared to lower level staff. In addition, 56% of the CEOs/ Presidents/Executive Directors indicated they plan on remaining in their position for less than five years.

Qualitative data collected as part of the survey indicated that some individuals have taken a pay cut during this economic downturn. One respondent indicated that the cut was 20%. While many nonprofit professionals are watching what will happen to their organizations, some are holding on to those less tangible benefits and perks. One respondent provided the following comment: “I am very satisfied with my job because I have creative freedom.”

65% of the respondents reported being “somewhat concerned” about losing their job due to the current economic climate.

12% of the respondents reported being “extremely concerned” about losing their job due to the current economic climate.



CONCLUSION

This study collected information from various sources, including executives and managers, but was limited in that the salary component focused on a few key positions within the sector in Nevada. Future studies may include additional positions as well as a break out of compensation practices based upon the type of organization (e.g., human services, arts, etc.) and other related factors.

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FOR INFORMATION ABOUT THIS STUDY CONTACT:

**DEANNA ACKERMAN, CFRE
PUBLISHER & EDITOR
NEVADA NONPROFIT NEWS™
2505 ANTHEM VILLAGE DRIVE E-399
HENDERSON, NV 89052
EDITOR@NEVADANONPROFITNEWS.COM
NEVADANONPROFITNEWS.COM**

