Association of Art Museum Directors

ASSOCIATION OF ART MUSEUM DIRECTORS

2022 Salary Survey

Association of Art Museum Directors

## PREFACE

The 2022 Salary Survey is the thirty-seventh in a series of the annual survey of art museum salaries issued by the Association of Art Museum Directors. The results of this survey represent responses from 185 of 215 museums surveyed—a response rate of 86%. However, we would like to highlight that not all respondent museums answered every question, resulting in a lower N number for multiple questions.

Among the museums surveyed were both current and former AAMD members. While the response rate of 86% enables this report to be statistically representative of institutions eligible for AAMD membership, one should not assume relevance to museums in other disciplines.

Our thanks are due to Stax LLC, who worked with us to support the effort, and provided analysis and development of insights. Thanks are also due to the museums responding to the survey for the considerable time and effort put into their responses.

The format of the survey reflects metropolitan areas defined as metropolitan statistical areas and micropolitan statistical areas by the U.S. Census Bureau as of March 2020. Population data has been updated to reflect 2021 U.S. Census Bureau estimates.

Canadian and Mexican metropolitan area populations were sourced from Statistics Canada and Instituto Nacional de Estadística y Geografía, respectively.

Salary information is based on compensation for FY21. In accordance with US Department of Justice anti-trust guidelines, salary comparison by designation is not presented for positions if fewer than five museums reported figures for a given designation. Salaries reported by Canadian art museums were converted to U.S. dollars using the exchange rate 1 CAD = 0.77670083 USD on July 21<sup>st</sup> 2022 (per XE.com). No museums reported salaries in pesos. Commentary on analyzed trends refers to the fiscal year. Furthermore, full-time compensation figures that were reported as hourly wages have been converted to full year salaries for comparison purposes. Similarly, part-time compensation figures that were reported as annual salaries have been converted to hourly wages based on the number of hours worked.

We would also like to highlight that the survey data has been captured based on fiscal years of museums, and not a calendar year. Hence, some COVID impacts such as salary reductions are reflected in this data.

The 2022 Salary Survey is available on AAMD's website at <u>aamd.org/standards-and-practices</u>, along with prior years' surveys.



Association of Art Museum Directors

## SURVEY DEFINITIONS

**Income:** Includes an individual's current base salary, excluding benefits. Incomes have only been reported for full-time employees (i.e., not including independent contractors or consultants). Incomes of support staff not directly employed by the museum haven't been recorded (e.g., security officers). Incomes of shared service center employees working at academic museums haven't been recorded.

**Mean:** A measure of central tendency. Indicates the average salary of employees in a group (i.e., if salaries of the entire group were added together and the total was divided by the number of individuals involved). This value is greatly influenced by outliers.

**Median:** A measure of central tendency. It's the value of the middle item of a group of values when they are arranged from the highest to the lowest. Unlike the mean, this value isn't greatly influenced by outliers.

**25th Percentile:** A measure of dispersion. When all of the incomes are arranged from the highest to the lowest, the 25th percentile is that income level below which 25% of the incomes fall.

**75th Percentile:** A measure of dispersion. When all of the incomes are arranged from the highest to the lowest, the 75th percentile is that income level below which 75% of the incomes fall.

Year over year (YOY) Growth: A measure of growth. It measures growth between two identical periods and compares the results of one period with that of another comparable time period— on an annualized basis.

**Compounded Annual Growth Rate (CAGR):** A measure of growth that is the mean (geometric) annual growth rate of salaries taking into account multiple periods. It's calculated by considering the beginning and ending values of a data set. Unlike a YOY growth, CAGR considers the compounding values (i.e., takes into account salary increments and cuts overtime).

$$CAGR = \left(\frac{Final \, Value}{Starting \, Value}\right)^{\frac{1}{N}} - 1$$

NOTE: N denotes the number of periods/years



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## REGIONAL ASSOCIATIONS OF THE AMERICAN ALLIANCE OF MUSEUMS (AAM)

## **THE UNITED STATES**

### SOUTHEAST

### **MOUNTAIN PLAINS**

Colorado

Kansas

Montana

Nebraska

New Mexico

North Dakota

Oklahoma

South Dakota

Texas

Wyoming

Alabama Arkansas Florida Georgia Kentucky Louisiana Mississippi North Carolina Puerto Rico South Carolina Tennessee Virginia West Virginia

### **NEW ENGLAND**

Connecticut Massachusetts Maine New Hampshire Rhode Island Vermont

### **MID-ATLANTIC**

Delaware District of Columbia Maryland New Jersey New York Pennsylvania MIDWEST

Illinois Indiana Iowa Michigan Minnesota Missouri Ohio Wisconsin

## WESTERN

Alaska Arizona California Hawaii Idaho Nevada Oregon Utah Washington

## MEXICO





## **REGIONAL ASSOCIATIONS OF THE AMERICAN** ALLIANCE OF MUSEUMS (AAM) - U.S.



Note: Maps are not according to scale



## **GENERAL CHARACTERISTICS OF RESPONDING MUSEUMS**

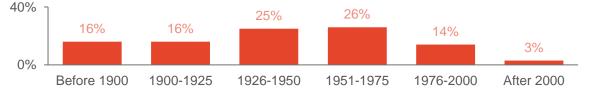
**Distribution of Museums by AAM Region** Percentages based on responses from 184 museums.

#### 40% 22% 20% 17% 15% 11% 11% 4% 0% Southeast Mid-Atlantic Midwest Western Mountain New Canada Plains England Mexico

New York had the most respondents, with 22, followed by California (19), Florida (14), and Texas and Massachusetts with 11 each.

### Distribution of Museums by Founding Date

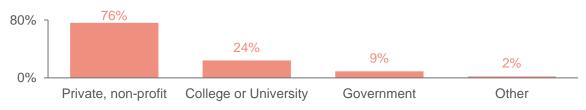
Percentages based on responses from 184 museums.



The oldest museum that took part in the survey was the Peabody Essex Museum from Salem, MA, while the newest was the Eli and Edythe Broad Art Museum at Michigan State University (East Lansing, MI)— the two museums were established 213 years apart.

### Distribution of Museums by Governance Patterns

Percentages based on responses from 184 museums.

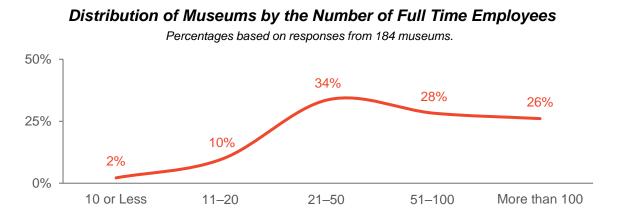


NOTE: Museums can indicate more than one governance category. Thus, the total of all responses exceeds 100%.

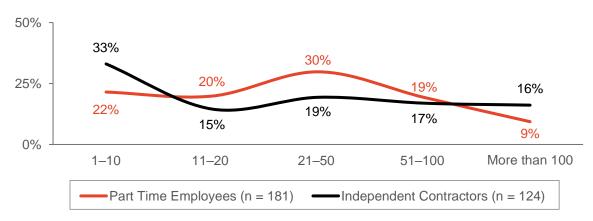




## **GENERAL CHARACTERISTICS OF RESPONDING MUSEUMS**



In 2021, more than half of the museums had 51 or more full time employees, while 18 museums had more than 250 full time employees. In 2020, nearly half of the museums had 51 or more full time employees and 20 museums had more than 250 full time employees.



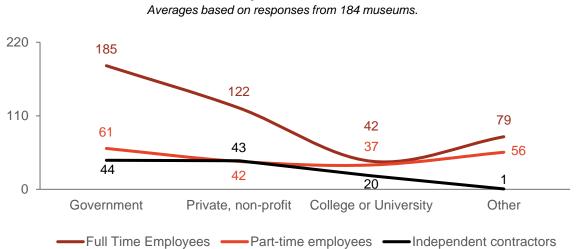
### Distribution of Museums by Employee Type

20 of the museums surveyed employed more than 100 independent contractors—3 of which employed more than 250, while none employed over 1,000. In 2020, 24 of the museums surveyed employed more than 100 independent contractors, 6 of which employed more than 250, and none employed more than 1,000.



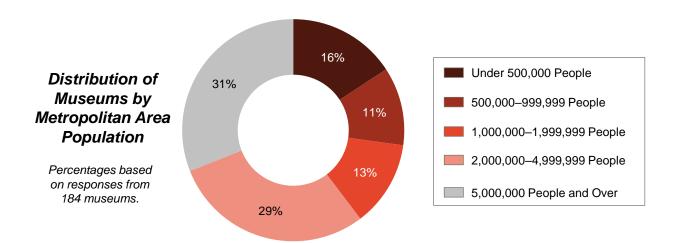


## **GENERAL CHARACTERISTICS OF RESPONDING MUSEUMS**



Average Number of Full Time, Part Time, and Independent Contractors by Governance Patterns

Government museums had the highest ratio of full-time employees, with an average of 64% of staff employed on a full-time basis. Independent contractors were most represented in private, non-profit museums, where on average, they accounted for 21% of the total employee headcount.



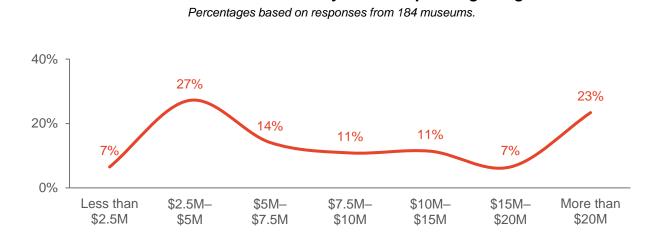
New York-Newark-Jersey City (18) and Washington-Arlington-Alexandria (8) were the Census metro areas with the highest concentration of museum respondents.





## FISCAL CHARACTERISTICS OF RESPONDING MUSEUMS

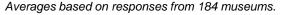
Distribution of Museums by Annual Operating Budget

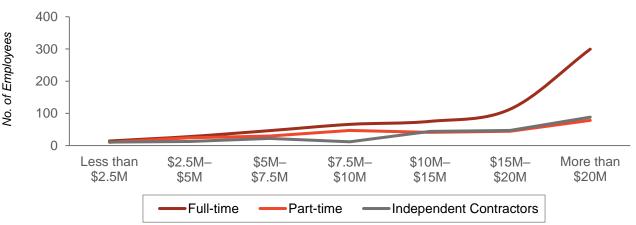


60 museums had an operating budget under \$5M, while 43 museums were in the top bracket of more than \$20M. Furthermore, 14 of the responding museums had an operating budget of \$50M or more, 4 of which had a budget greater than \$100M.

Of the 184 respondent museums, 59% commence their fiscal year in July, with 15% starting at the beginning of the calendar year and a further 10% in October.

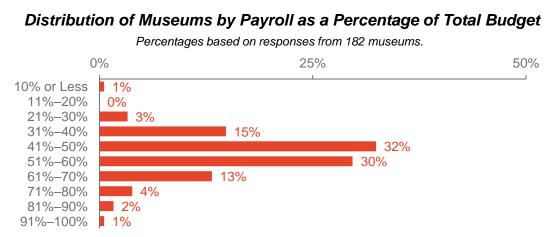
### Average Number of Full Time, Part Time, and Independent Contractors by the Size of the Annual Operating Budget





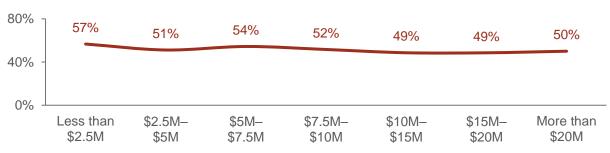


## FISCAL CHARACTERISTICS OF RESPONDING MUSEUMS



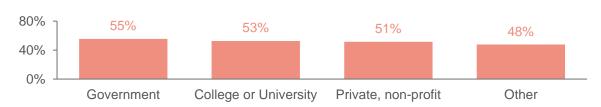
The bulk (62%) of museums spent between 41–60% of their budget on payroll expenses in 2021, similar to the 66% recorded in the previous year. On the other hand, the share of museums spending over 50% of their budget on payroll expenses was 50% in 2021, up from 42% in 2020.

### Payroll Expenditure as a Percentage of the Annual Operating Budget by Size



Percentages based on responses from 182 museums.

Average Payroll As a Percentage of Total Budget by Governance Patterns Averages based on responses from 182 museums.



NOTE: Museums can indicate more than one governance category. Thus, the total of all responses will exceed 100%.





## SALARY PROCEDURES OF RESPONDING MUSEUMS

| Year | 75th<br>Percentile | Median | 25th<br>Percentile | Mean | # of<br>Museums |
|------|--------------------|--------|--------------------|------|-----------------|
| 2021 | 3.0%               | 2.5%   | 0.0%               | 2.5% | 165             |
| 2020 | 3.0%               | 2.0%   | 0.0%               | 1.8% | 191             |
| 2019 | 3.0%               | 3.0%   | 2.0%               | 2.7% | 175             |
| 2018 | 3.0%               | 2.8%   | 2.0%               | 2.9% | 202             |
| 2017 | 3.0%               | 3.0%   | 2.0%               | 2.5% | 211             |
| 2016 | 3.0%               | 3.0%   | 2.0%               | 2.8% | 212             |
| 2015 | 3.0%               | 2.7%   | 2.0%               | 2.6% | 212             |
| 2014 | 3.0%               | 2.5%   | 2.0%               | 2.4% | 230             |
| 2013 | 3.0%               | 2.5%   | 2.0%               | 2.4% | 242             |
| 2012 | 3.0%               | 2.4%   | 1.5%               | 6.7% | 227             |
| 2011 | 3.0%               | 2.0%   | 0.0%               | 1.9% | 199             |
| 2010 | 2.0%               | 0.0%   | 0.0%               | 1.8% | 101             |
| 2009 | 2.0%               | 0.0%   | 0.0%               | 1.0% | 132             |
| 2008 | 3.8%               | 3.0%   | 3.0%               | 3.3% | 117             |
| 2007 | 4.0%               | 3.0%   | 3.0%               | 3.3% | 167             |
| 2006 | 4.0%               | 3.0%   | 3.0%               | 3.5% | 179             |
| 2003 | 3.0%               | 2.5%   | 0.0%               | 2.3% | 184             |
| 2002 | 4.0%               | 3.0%   | 2.2%               | 2.9% | 159             |
| 2001 | 4.0%               | 4.0%   | 3.0%               | 3.5% | 179             |
| 2000 | 4.3%               | 4.0%   | 3.0%               | 3.9% | 174             |
| 1999 | 4.0%               | 3.8%   | 3.0%               | 3.8% | 163             |
| 1998 | 4.0%               | 3.5%   | 3.0%               | 3.5% | 179             |
| 1997 | 4.0%               | 3.5%   | 3.0%               | 3.5% | 175             |
| 1996 | 4.0%               | 3.0%   | 3.0%               | 3.4% | 177             |
| 1995 | 4.0%               | 3.2%   | 2.3%               | 3.2% | 171             |
| 1994 | 4.0%               | 3.5%   | 3.0%               | 3.3% | 176             |
| 1993 | 4.0%               | 3.1%   | 2.0%               | 3.2% | 175             |
| 1992 | 5.0%               | 3.8%   | 2.3%               | 3.3% | 171             |
| 1991 | 5.0%               | 4.0%   | 2.4%               | 3.8% | 178             |

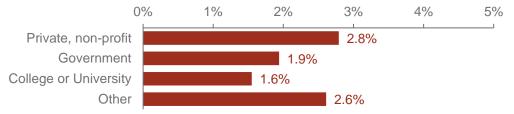
### Average Percentage Salary Increase FY 1991 to 2021



## SALARY PROCEDURES OF RESPONDING MUSEUMS

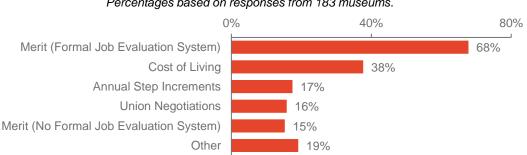
Average Increase in Salaries During the Last Fiscal Year by Type of Institution (i.e., type of governance)

Percentages based on responses from 182 museums.



Out of 183 responding museums, 72% reported having established salary ranges for each position.

### Distribution of Museums by Basis for Salary Increment



Percentages based on responses from 183 museums.

NOTE: Museums can indicate more than one basis for salary increment. Thus, the total of all responses exceeds 100%.

27% of all responding museums reported having unionized staff. Preparators, security personnel, administrative staff, and building maintenance personnel were the predominant groups working under a union contract.

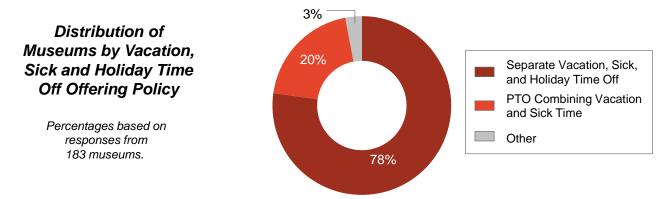
### Basis for Salary Increment by Type of Governance

| Category                                | Private,<br>non-profit | Government | College or<br>University | Other  |
|---|------------------------|------------|--------------------------|--------|
| Merit (Formal Job Evaluation System)    | 65.0%                  | 68.8%      | 77.3%                    | 100.0% |
| Cost of Living                          | 39.3%                  | 68.8%      | 29.5%                    | 25.0%  |
| Merit (No Formal Job Evaluation System) | 17.1%                  | 12.5%      | 9.1%                     | 0.0%   |
| Annual Step Increments                  | 12.9%                  | 68.8%      | 22.7%                    | 0.0%   |
| Union Negotiations                      | 11.4%                  | 37.5%      | 27.3%                    | 0.0%   |
| Other                                   | 21.4%                  | 25.0%      | 15.9%                    | 0.0%   |
| Sample size                             | n = 140                | n = 16     | n = 44                   | n = 4  |





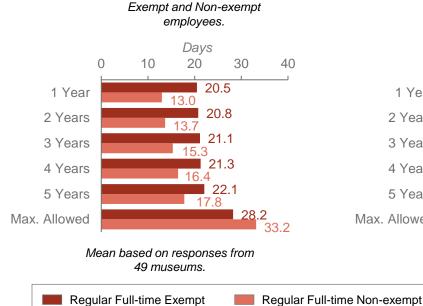
Out of 183 responding museums, full-time exempt employees worked 38 hours per week on average.



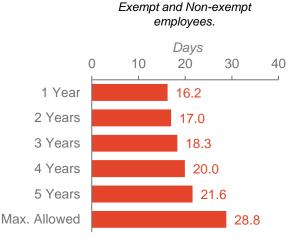
73% of responding museums offered vacation/ PTO at the same rate for regular, full-time exempt, and nonexempt employees.

### Duration of Vacation/PTO (In Days) for Regular Full-time Exempt and Non-exempt Employees by Length of Employment

When offered at different rates for



### Duration of Vacation/PTO (In Days) for Regular Full-time Exempt and Non-exempt Employees, by Length of Employment



When offered at the same rate for

Mean based on responses from 134 museums.

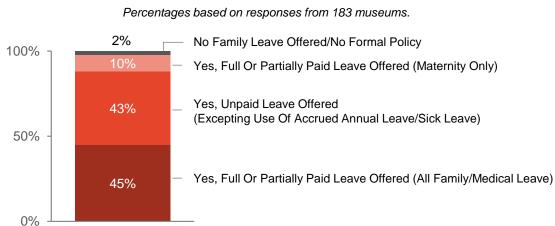
120 East 56th Street, Suite 520, New York, NY 10022 t: 212.754.8084 f: 212.754.8087 aamd.org





88% of 180 responding museums allowed earned vacation/PTO days that are not used during the current fiscal year to be carried forward to the next. The number of days allowed to be carried over varied, with some museums allowing 3 days while others allow 2 years' worth of accruals.

On average, in 2021, museums offered regular full-time employees 13 sick days and 4 personal/ floating holidays per year, similar to 2020.



Distribution of Museums Offering Family and Medical Leave

### Distribution of Museums by Retirement Plan Offered and Payment Type

|  | 401(k) Plan | 403(b) Plan | Pension | Other Defined<br>Contribution Plan |
|--|-------------|-------------|---------|------------------------------------|
| Employee Co-Payment                            | 20%         | 36%         | 15%     | 5%                                 |
| Fully Paid by Employee                         | 7%          | 22%         | 2%      | 13%                                |
| Not Offered                                    | 70%         | 30%         | 77%     | 76%                                |
| Paid by Museum                                 | 2%          | 12%         | 6%      | 6%                                 |
| Cap on salary percentage contributed by museum | 4.22%       | 7.88%       | 6.92%   | 4.17%                              |
|  | n = 183     | n = 183     | n = 183 | n = 174                            |

In 2021, salary contributions were capped at 4.2% on average for museums contributing to a 401(k) plan for their employees, compared to 3.8% in 2020. Of the museums contributing to a 403(b) plan for their employees, salary contributions were capped at 7.9% on average—up from 5.0% in 2020.

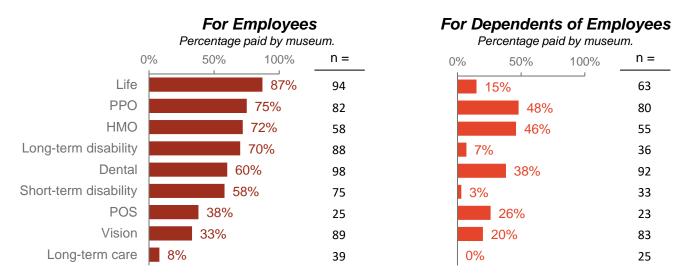




|                       | Employees and Dependents of Employees |       |                          |                           |                        |       |                          |       |
|-----------------------|---------------------------------------|-------|--------------------------|---------------------------|------------------------|-------|--------------------------|-------|
|                       | For Employees                         |       |                          | For Dependents of Employe |                        |       | es                       |       |
|                       | Private,<br>non-profit                | Govt. | College or<br>University | Other                     | Private,<br>non-profit | Govt. | College or<br>University | Other |
| HMO                   | 30.7%                                 | 31.3% | 20.5%                    | 0.0%                      | 18.8%                  | 18.8% | 20.5%                    | 0.0%  |
| PPO                   | 42.9%                                 | 31.3% | 40.9%                    | 50.0%                     | 25.0%                  | 25.0% | 36.4%                    | 0.0%  |
| POS                   | 6.4%                                  | 6.3%  | 11.4%                    | 0.0%                      | 0.0%                   | 0.0%  | 11.4%                    | 0.0%  |
| Dental                | 47.1%                                 | 31.3% | 25.0%                    | 50.0%                     | 18.8%                  | 18.8% | 20.5%                    | 0.0%  |
| Vision                | 22.9%                                 | 25.0% | 6.8%                     | 0.0%                      | 18.8%                  | 18.8% | 4.5%                     | 0.0%  |
| Life                  | 49.3%                                 | 37.5% | 38.6%                    | 25.0%                     | 0.0%                   | 0.0%  | 4.5%                     | 0.0%  |
| Long-term disability  | 37.9%                                 | 31.3% | 27.3%                    | 25.0%                     | 0.0%                   | 0.0%  | 4.5%                     | 0.0%  |
| Short-term disability | 27.1%                                 | 18.8% | 20.5%                    | 25.0%                     | 0.0%                   | 0.0%  | 0.0%                     | 0.0%  |
| Long-term care        | 2.1%                                  | 6.3%  | 0.0%                     | 0.0%                      | 0.0%                   | 0.0%  | 0.0%                     | 0.0%  |
| n =                   | 140                                   | 16    | 44                       | 4                         | 16                     | 16    | 44                       | 4     |

### Distribution of Museums Offering Insurance Benefits for Employees and Dependents of Employees

### Distribution of Museums Offering Insurance Benefits for Employees and Dependents of Employees, by Type, by Percentage Paid by the Museum



Percentages based on responses of at least 23 museums.

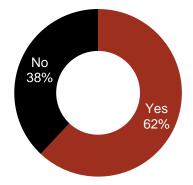
In 2021, the most significant change in insurance benefits was the reduction in the percentage of POS insurance paid to employees and dependents, which were 57% and 40% respectively in 2020.





Distribution of Museums Offering a Cafeteria Plan

Percentages based on responses from 177 museums.



### Percentage of Museums that offer Employee Benefits, by Type, by Employee Level

| Type of Benefit  | Executive<br>Director or<br>CEO | Other<br>Executive<br>Staff | Other Full-<br>Time staff | Other Part-<br>Time staff |
|--|---------------------------------|-----------------------------|---------------------------|---------------------------|
| Professional conference attendance   | 85%                             | 85%                         | 83%                       | 35%                       |
| Professional membership dues   | 84%                             | 80%                         | 79%                       | 29%                       |
| Employee assistance program  | 77%                             | 76%                         | 76%                       | 61%                       |
| Professional development classes   | 76%                             | 79%                         | 76%                       | 42%                       |
| Telecommuting  | 65%                             | 62%                         | 64%                       | 41%                       |
| Reimbursement for acquiring and/or<br>maintaining professional license or similar<br>credentials | 56%                             | 55%                         | 52%                       | 20%                       |
| Cell phone   | 53%                             | 43%                         | 36%                       | 7%                        |
| Bonus  | 49%                             | 30%                         | 26%                       | 14%                       |
| Deferred compensation  | 25%                             | 16%                         | 11%                       | 8%                        |
| Local mass transit subsidy   | 23%                             | 22%                         | 23%                       | 17%                       |
| Other retirement benefits  | 18%                             | N/A                         | N/A                       | N/A                       |
| Supplemental executive retirement plan   | 16%                             | N/A                         | N/A                       | N/A                       |
| Housing or housing allowance   | 14%                             | 2%                          | 1%                        | 1%                        |
| Sabbatical   | 14%                             | 7%                          | 6%                        | 2%                        |
| Car or car allowance   | 13%                             | 2%                          | 2%                        | 0%                        |
| Children's education (or a portion thereof)  | 10%                             | N/A                         | N/A                       | N/A                       |
| Spouse's or domestic partner's travel expenses   | 8%                              | 1%                          | 2%                        | 1%                        |
| Other  | 4%                              | 5%                          | 4%                        | 4%                        |
|  | n = 1,268                       | n = 1,040                   | n = 995                   | n = 519                   |

NOTE: Museums offer multiple types of employee benefits. Thus, the total of responses exceeds 100%.





|                  |   |      | -    |      |      |      |      |
|------------------|---|------|------|------|------|------|------|
| Category         | Benefit   | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| Paid<br>Family/  | Full or Partially Paid Leave Offered (Maternity Only)                                 | 5%   | 5%   | 7%   | 9%   | 10%  | 10%  |
| Medical<br>Leave | Full or Partially Paid Leave Offered (All Family/Medical Leave)                       | 35%  | 38%  | 35%  | 37%  | 44%  | 45%  |
|                  | 401(k)  | 28%  | 29%  | 26%  | 27%  | 26%  | 30%  |
| Retirement       | 403(b)  | 70%  | 69%  | 71%  | 70%  | 71%  | 70%  |
| Plan             | Pension   | 27%  | 25%  | 22%  | 23%  | 23%  | 23%  |
|                  | Other Defined Contribution Plan   | 27%  | 30%  | 28%  | 27%  | 27%  | 24%  |
|                  | HMO   | 35%  | 27%  | 27%  | 29%  | 31%  | 28%  |
|                  | PPO   | 57%  | 43%  | 44%  | 51%  | 48%  | 42%  |
| Insurance        | POS   | 15%  | 12%  | 13%  | 13%  | 17%  | 7%   |
| Benefits for     | Dental  | 58%  | 42%  | 45%  | 52%  | 49%  | 41%  |
| Employees        | Vision  | 30%  | 24%  | 20%  | 25%  | 23%  | 19%  |
| (Weighted        | Life  | 66%  | 45%  | 52%  | 51%  | 53%  | 46%  |
| Average)         | Long-term Disability  | 50%  | 38%  | 38%  | 46%  | 43%  | 35%  |
|                  | Short-term Disability   | 38%  | 28%  | 32%  | 30%  | 36%  | 25%  |
|                  | Long-term Care  | 4%   | 2%   | 2%   | 1%   | 3%   | 2%   |
|                  | Professional Conference Attendance  | 86%  | 86%  | 89%  | 90%  | 89%  | 83%  |
|                  | Professional Membership Dues  | 75%  | 75%  | 79%  | 83%  | 81%  | 79%  |
|                  | Employee Assistance Program   | 67%  | 71%  | 75%  | 80%  | 81%  | 76%  |
|                  | Professional Development Classes  | 72%  | 82%  | 83%  | 86%  | 86%  | 76%  |
|                  | Telecommuting   | 27%  | 34%  | 40%  | 44%  | 72%  | 64%  |
| Further          | Reimbursement for Acquiring/ Maintaining<br>Professional License/ Similar Credentials | 42%  | 50%  | 59%  | 59%  | 60%  | 52%  |
| Benefits         | Cell Phone  | 40%  | 42%  | 47%  | 38%  | 41%  | 36%  |
| (for Other       | Bonus   | 19%  | 26%  | 26%  | 25%  | 23%  | 26%  |
| FTEs)            | Deferred Compensation   | 11%  | 11%  | 15%  | 16%  | 16%  | 11%  |
|                  | Local Mass Transit Subsidy  | 20%  | 19%  | 24%  | 25%  | 25%  | 23%  |
|                  | Housing/ Housing Allowance  | 1%   | 0%   | 1%   | 2%   | 1%   | 1%   |
|                  | Sabbatical  | 5%   | 5%   | 7%   | 8%   | 10%  | 6%   |
|                  | Car/ Car Allowance  | 3%   | 1%   | 1%   | 1%   | 1%   | 2%   |
|                  | Spouse/Domestic Partner Travel Expenses   | 1%   | 1%   | 1%   | 2%   | 1%   | 2%   |
|                  | Other   | 7%   | 7%   | 6%   | 5%   | 5%   | 4%   |
|                  |   |      |      |      |      |      |      |

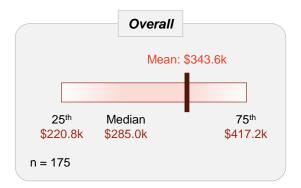
### Change in Employment Benefits Offered by Museums Over Time

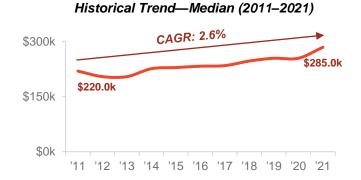
Overall, the majority of surveyed employee benefits were offered by a relatively steady share of museums over the past 6 years, without trending notably higher or lower in prevalence. However, the popularity of full or partially paid leave—both maternity and all family/medical leave—has increased since 2016. Furthermore, telecommuting has seen a sharp rise due to the pandemic, although the benefit was also growing steadily prior to 2020.

## Director

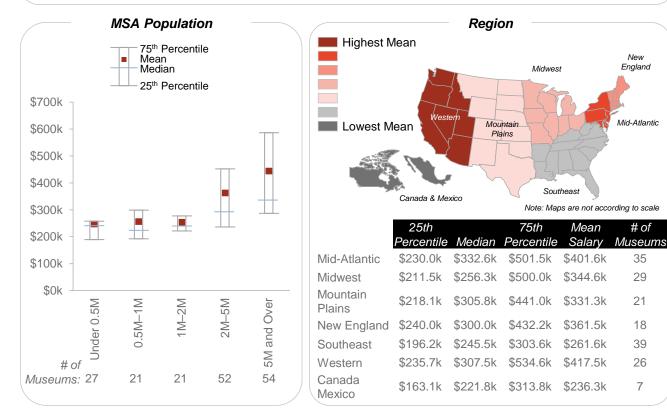


### Directs the daily work activities of the organization. Reports to the Board of Directors.





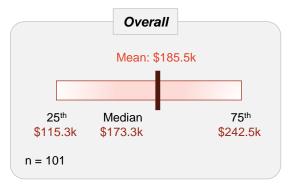
|                  | Mean     |                 |          |                 |              |
|------------------|----------|-----------------|----------|-----------------|--------------|
| \$0k             | \$600k   | 25th Percentile | Median   | 75th Percentile | # of Museums |
| Less than \$2.5M | \$158.1k | \$123.9k        | \$176.7k | \$189.4k        | 10           |
| \$2.5M-\$5M      | \$216.7k | \$185.6k        | \$215.0k | \$240.0k        | 45           |
| \$5M-\$7.5M      | \$257.3k | \$225.0k        | \$245.0k | \$295.0k        | 27           |
| \$7.5M-\$10M     | \$268.3k | \$237.4k        | \$256.3k | \$315.0k        | 17           |
| \$10M-\$15M      | \$374.2k | \$300.0k        | \$345.0k | \$450.0k        | 22           |
| \$15M-\$20M      | \$423.4k | \$308.6k        | \$342.5k | \$550.0k        | 10           |
| \$20M+           | \$557.5k | \$400.0k        | \$515.0k | \$673.0k        | 44           |

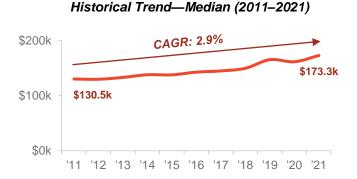




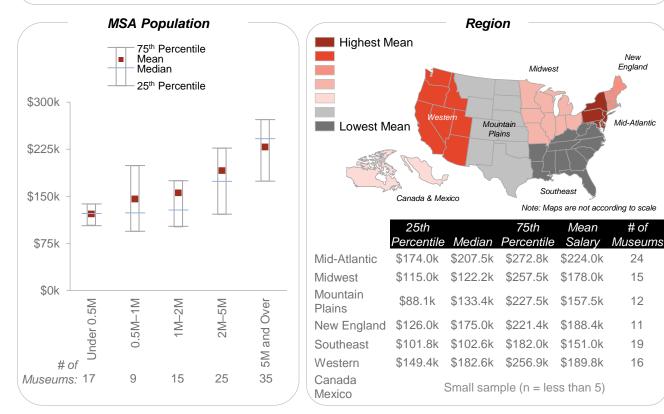
## **Deputy Director**

# Functions as an intermediary between the Director and one or more of the primary staff or departments of the museum.





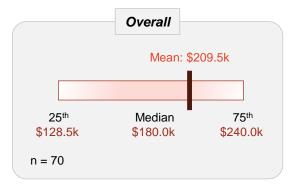
| \$400k   | 25th Percentile                  | Median  | 75th Percentile  | # of Museums  |
|----------|----------------------------------|---|--|---|
|          |                                  | Small asmala  |  |   |
|          |                                  | Smail Sample  | e (n = less than 5)  |   |
| \$108.2k | \$94.4k                          | \$112.6k  | \$115.3k   | 25  |
| \$148.3k | \$126.9k                         | \$140.0k  | \$160.0k   | 16  |
| \$142.8k | \$118.1k                         | \$122.2k  | \$175.0k   | 9   |
| \$188.3k | \$173.3k                         | \$175.0k  | \$207.5k   | 9   |
| \$252.3k | \$190.2k                         | \$248.6k  | \$323.2k   | 5   |
| \$237.4k | \$174.0k                         | \$241.6k  | \$291.7k   | 34  |
|          | \$142.8k<br>\$188.3k<br>\$252.3k | \$142.8k   \$118.1k     \$188.3k   \$173.3k     \$252.3k   \$190.2k | \$142.8k   \$118.1k   \$122.2k     \$188.3k   \$173.3k   \$175.0k     \$252.3k   \$190.2k   \$248.6k | \$142.8k   \$118.1k   \$122.2k   \$175.0k     \$188.3k   \$173.3k   \$175.0k   \$207.5k     \$252.3k   \$190.2k   \$248.6k   \$323.2k |

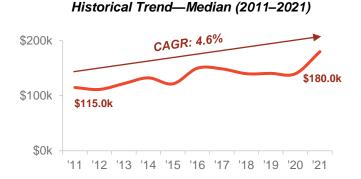


## **Chief Operating Officer / Administrator**

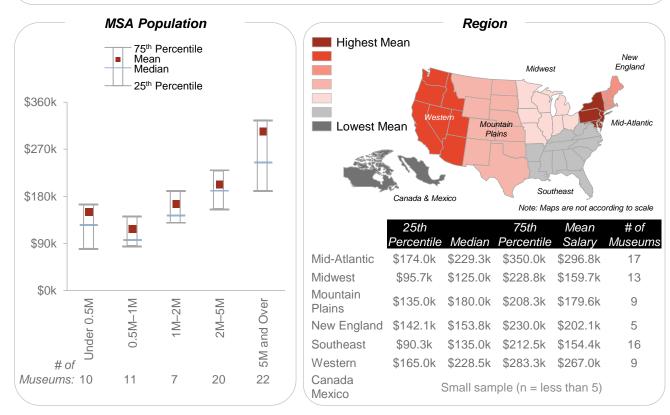


## Responsible for operations of the museum, usually including services, purchasing, and telecommunications.





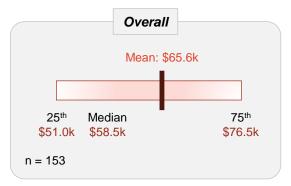
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$400k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$84.9k  | \$77.2k         | \$84.6k      | \$95.7k           | 9            |
| \$5M-\$7.5M      | \$164.6k | \$130.0k        | \$153.8k     | \$203.1k          | 7            |
| \$7.5M-\$10M     | \$130.0k | \$110.0k        | \$138.0k     | \$142.1k          | 6            |
| \$10M-\$15M      | \$184.7k | \$148.5k        | \$180.0k     | \$229.3k          | 14           |
| \$15M-\$20M      | \$199.5k | \$174.0k        | \$207.5k     | \$230.0k          | 6            |
| \$20M+           | \$315.5k | \$185.0k        | \$258.0k     | \$350.0k          | 24           |

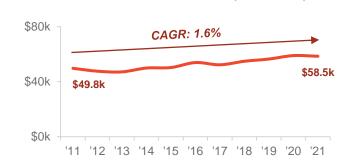




### **Assistant To Director**

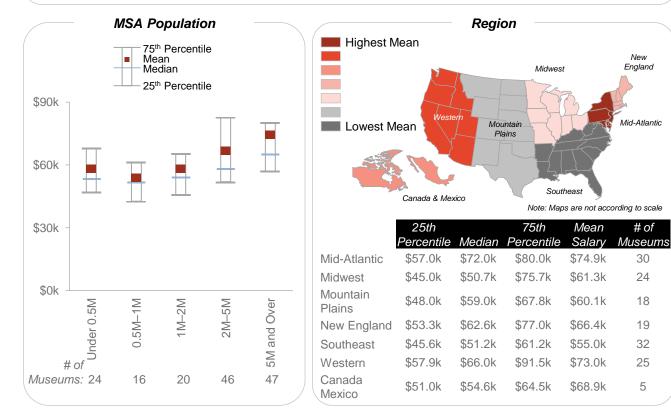
# Manages director's office. Relieves the director of administrative, clerical, and business details by overseeing day-to-day operations.





Historical Trend—Median (2011–2021)

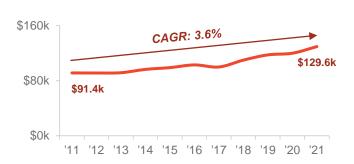
|                  | Mean    |                 |         |                 |              |
|------------------|---------|-----------------|---------|-----------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median  | 75th Percentile | # of Museums |
| Less than \$2.5M | \$44.8k | \$34.8k         | \$43.9k | \$55.4k         | 7            |
| \$2.5M-\$5M      | \$51.0k | \$45.2k         | \$50.6k | \$54.2k         | 34           |
| \$5M-\$7.5M      | \$54.7k | \$45.6k         | \$52.8k | \$60.1k         | 27           |
| \$7.5M-\$10M     | \$58.8k | \$50.4k         | \$57.5k | \$64.5k         | 16           |
| \$10M-\$15M      | \$72.4k | \$62.7k         | \$72.0k | \$76.0k         | 20           |
| \$15M-\$20M      | \$77.5k | \$56.3k         | \$73.4k | \$100.0k        | 8            |
| \$20M+           | \$83.3k | \$60.0k         | \$77.0k | \$94.6k         | 41           |



## **Director of Finance / Finance A**

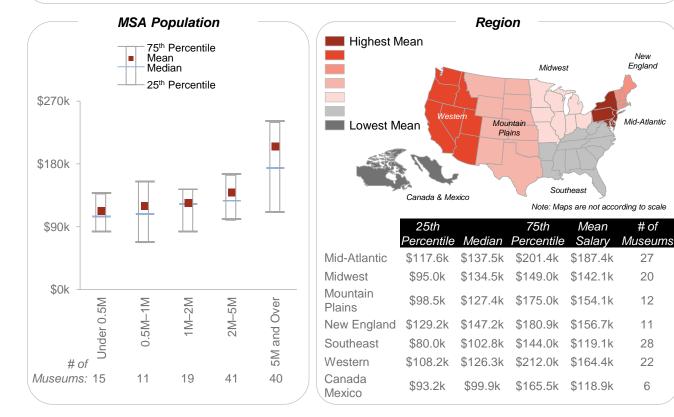
## Manages and directs all activities involving finance, investment management, accounting, and budgeting for the museum.





Historical Trend—Median (2011–2021)

|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$OF             | « \$400k | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$89.9k  | \$82.0k         | \$90.0k      | \$95.0k           | 23           |
| \$5M-\$7.5M      | \$118.9k | \$101.5k        | \$121.3k     | \$137.5k          | 21           |
| \$7.5M–\$10M     | \$118.8k | \$80.8k         | \$124.7k     | \$142.1k          | 15           |
| \$10M-\$15M      | \$145.4k | \$125.0k        | \$133.4k     | \$170.0k          | 18           |
| \$15M-\$20M      | \$131.2k | \$100.0k        | \$105.0k     | \$190.0k          | 6            |
| \$20M+           | \$218.7k | \$134.5k        | \$180.9k     | \$260.0k          | 41           |
|                  |          |                 |              |                   |              |

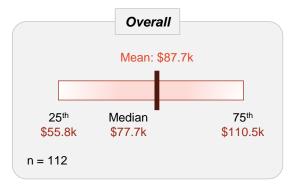


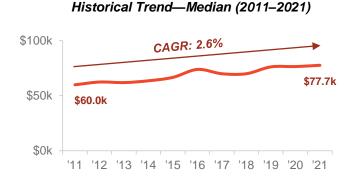


## Assistant Director of Finance / Finance B

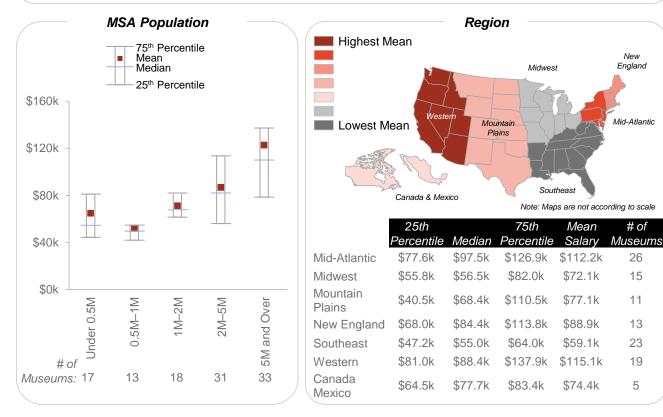
#### Association of Art Museum Directors

## Directs financial activities of organization by overseeing and preparing reports that summarize and forecast the museum's business activity and financial position.





|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$56.2k  | \$46.1k         | \$55.4k      | \$65.6k           | 21           |
| \$5M-\$7.5M      | \$69.2k  | \$55.0k         | \$62.4k      | \$76.5k           | 20           |
| \$7.5M–\$10M     | \$63.5k  | \$44.1k         | \$59.1k      | \$77.7k           | 11           |
| \$10M-\$15M      | \$83.4k  | \$74.3k         | \$83.0k      | \$96.3k           | 15           |
| \$15M-\$20M      | \$93.0k  | \$81.7k         | \$89.3k      | \$121.1k          | 6            |
| \$20M+           | \$119.5k | \$81.7k         | \$113.8k     | \$137.7k          | 35           |

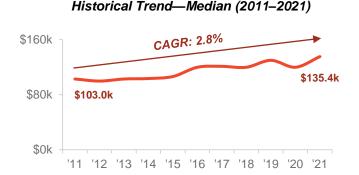


## **Director of Development / Development A**

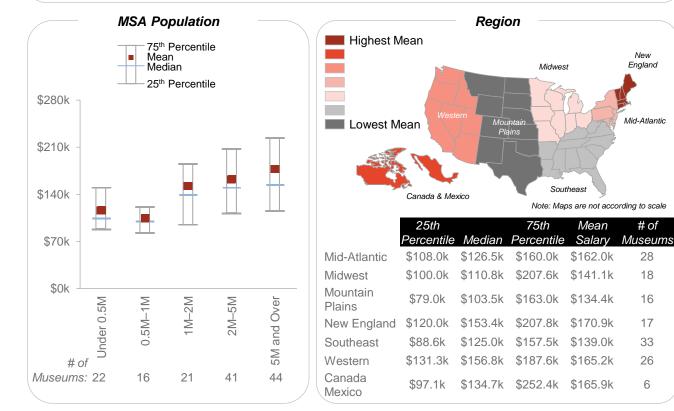


## Directs the fundraising activities of the organization— including membership, grants, capital programs, and special fundraising events.





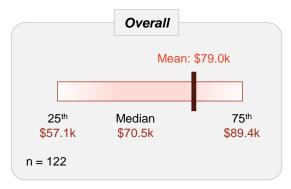
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$400k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$105.2k | \$85.0k         | \$101.6k     | \$120.0k          | 34           |
| \$5M-\$7.5M      | \$123.1k | \$103.0k        | \$122.5k     | \$145.0k          | 26           |
| \$7.5M-\$10M     | \$136.5k | \$101.0k        | \$137.0k     | \$159.8k          | 16           |
| \$10M-\$15M      | \$134.5k | \$104.8k        | \$128.2k     | \$156.8k          | 20           |
| \$15M-\$20M      | \$186.9k | \$157.7k        | \$190.5k     | \$220.0k          | 8            |
| \$20M+           | \$226.5k | \$160.0k        | \$221.7k     | \$250.0k          | 37           |
|                  |          |                 |              |                   |              |

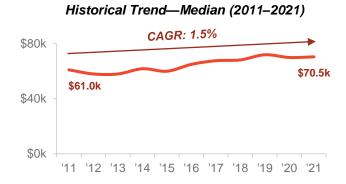


### Grant Manager / Institutional Giving Manager / Development B

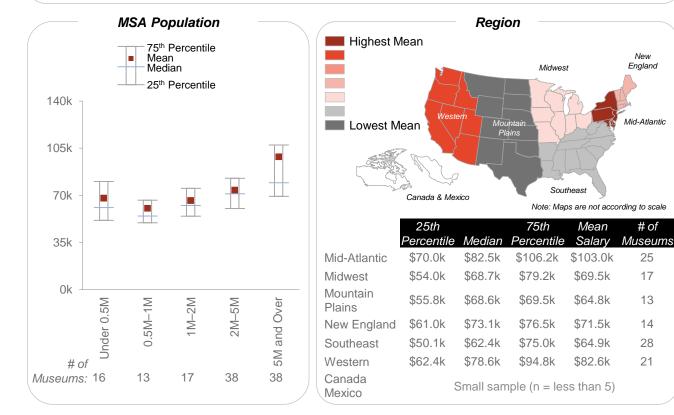


### Develops and manages a comprehensive grants program that considers museumwide programs and initiatives.





|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$57.3k  | \$50.0k         | \$55.0k      | \$61.2k           | 27           |
| \$5M-\$7.5M      | \$61.5k  | \$52.3k         | \$59.8k      | \$71.0k           | 22           |
| \$7.5M-\$10M     | \$68.8k  | \$60.6k         | \$63.0k      | \$76.5k           | 14           |
| \$10M-\$15M      | \$73.3k  | \$60.0k         | \$70.9k      | \$80.0k           | 17           |
| \$15M-\$20M      | \$79.3k  | \$68.6k         | \$78.6k      | \$93.4k           | 8            |
| \$20M+           | \$105.7k | \$74.3k         | \$95.9k      | \$109.3k          | 34           |
|                  |          |                 |              |                   | ,            |

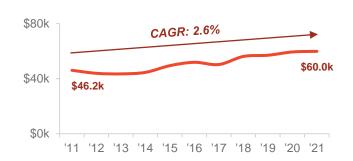


## **Development Associate / Development C**



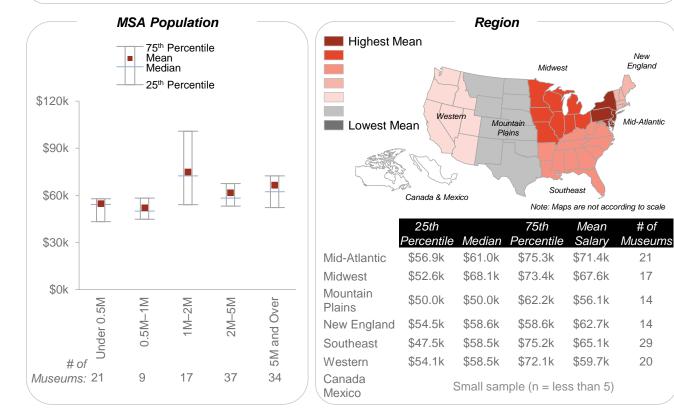
## Coordinates fundraising activities including, but not limited to, annual fund, planned giving, corporate sponsorship, circles, and major donors.





Historical Trend—Median (2011–2021)

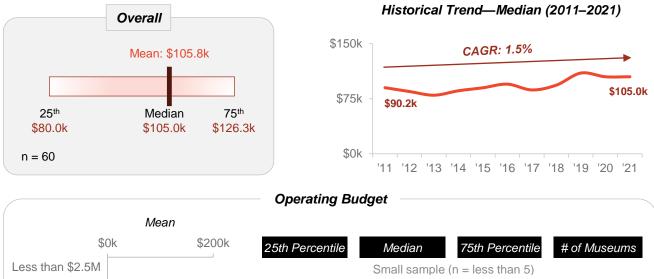
|                  | Mean   |   |   |  |   |
|------------------|--|---|---|--|---|
| \$0k             | \$100k   | 25th Percentile   | Median  | 75th Percentile  | # of Museums  |
| Less than \$2.5M |  |   | Small sample  | e(n = less than 5)   |   |
| \$2.5M-\$5M      | \$50.9k  | \$42.6k   | \$52.6k   | \$56.6k  | 27  |
| \$5M-\$7.5M      | \$56.2k  | \$49.4k   | \$55.0k   | \$60.3k  | 17  |
| \$7.5M-\$10M     | \$60.6k  | \$44.7k   | \$56.0k   | \$75.0k  | 13  |
| \$10M-\$15M      | \$55.2k  | \$47.5k   | \$55.0k   | \$60.0k  | 17  |
| \$15M-\$20M      | \$55.0k  | \$53.8k   | \$57.0k   | \$62.0k  | 7   |
| \$20M+           | \$71.2k  | \$58.5k   | \$68.1k   | \$77.5k  | 35  |
|                  | Less than \$2.5M<br>\$2.5M–\$5M<br>\$5M–\$7.5M<br>\$7.5M–\$10M<br>\$10M–\$15M<br>\$15M–\$20M | \$0k \$100k<br>Less than \$2.5M<br>\$2.5M—\$5M \$50.9k<br>\$5M—\$7.5M \$56.2k<br>\$7.5M—\$10M \$60.6k<br>\$10M—\$15M \$55.2k<br>\$15M—\$20M \$55.0k | \$0k   \$100k   25th Percentile     Less than \$2.5M   \$50.9k   \$42.6k     \$2.5M-\$5M   \$56.2k   \$49.4k     \$7.5M-\$10M   \$60.6k   \$44.7k     \$10M-\$15M   \$55.2k   \$47.5k     \$10M-\$20M   \$55.0k   \$53.8k | \$0k   \$100k   25th Percentile   Median     Less than \$2.5M   \$50.9k   \$42.6k   \$52.6k     \$2.5M-\$5M   \$56.2k   \$49.4k   \$55.0k     \$7.5M-\$10M   \$60.6k   \$44.7k   \$56.0k     \$10M-\$15M   \$55.2k   \$47.5k   \$55.0k     \$15M-\$20M   \$55.0k   \$53.8k   \$57.0k | Image: Note: Note |



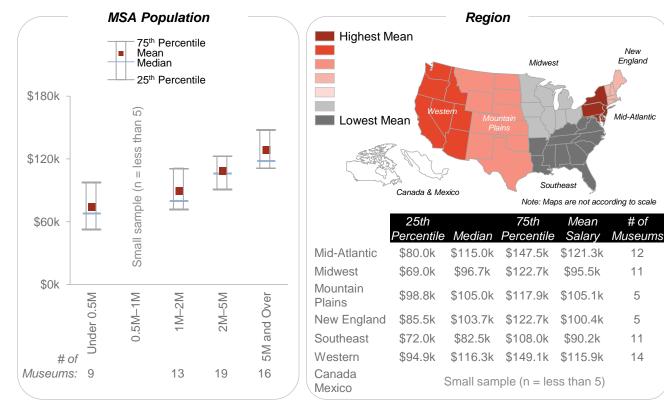
## **Director, Planned Giving / Institutional Giving**



### Directs the planned giving programs and activities of the organization.



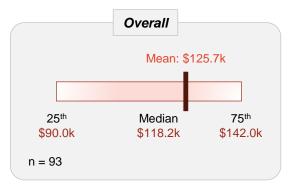


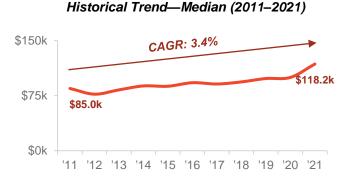


## **Human Resources Director**

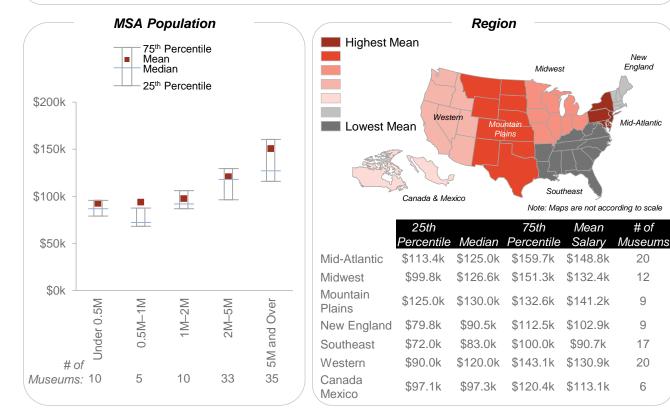


# Directs the human resource activities of the organization, including recruitment, selection, benefits, compensation and affirmative action.





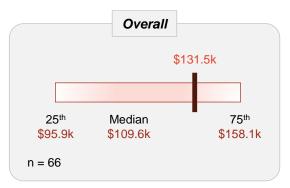
| Mean     |   |   |   |   |
|----------|---|---|---|---|
| \$200k   | 25th Percentile   | Median  | 75th Percentile   | # of Museums  |
|          |   | Small sample  | (n = less than 5)   |   |
| \$81.6k  | \$63.2k   | \$79.2k   | \$91.8k   | 8   |
| \$83.2k  | \$72.5k   | \$80.0k   | \$95.0k   | 9   |
| \$87.0k  | \$73.0k   | \$90.0k   | \$97.1k   | 9   |
| \$107.4k | \$92.6k   | \$112.6k  | \$121.3k  | 20  |
| \$120.0k | \$117.9k  | \$120.0k  | \$132.6k  | 9   |
| \$159.8k | \$120.0k  | \$139.4k  | \$185.1k  | 38  |
|          | \$200k<br>\$81.6k<br>\$83.2k<br>\$87.0k<br>\$107.4k<br>\$120.0k | \$200k   25th Percentile     \$81.6k   \$63.2k     \$83.2k   \$72.5k     \$87.0k   \$73.0k     \$107.4k   \$92.6k     \$120.0k   \$117.9k | \$200k     25th Percentile     Median       Small sample     \$81.6k     \$63.2k     \$79.2k       \$83.2k     \$72.5k     \$80.0k       \$87.0k     \$73.0k     \$90.0k       \$107.4k     \$92.6k     \$112.6k       \$120.0k     \$117.9k     \$120.0k | \$200k     25th Percentile     Median     75th Percentile       Small sample (n = less than 5)     \$81.6k     \$63.2k     \$79.2k     \$91.8k       \$83.2k     \$72.5k     \$80.0k     \$95.0k       \$87.0k     \$73.0k     \$90.0k     \$97.1k       \$107.4k     \$92.6k     \$112.6k     \$121.3k       \$120.0k     \$117.9k     \$120.0k     \$132.6k |

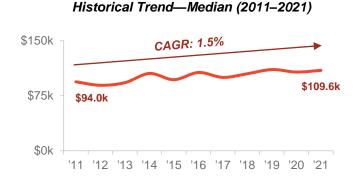


### **Director of Information Systems / Chief Information Officer**

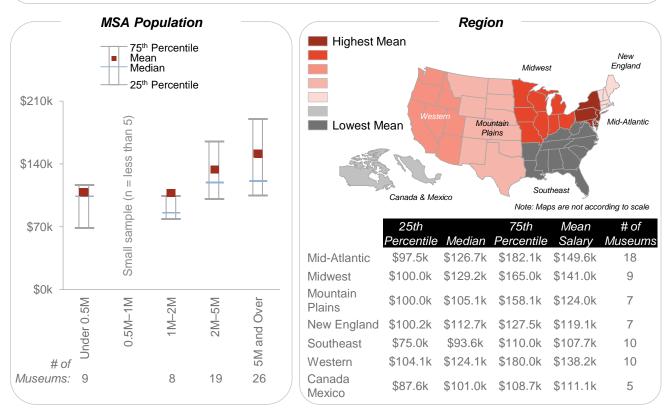


# Responsible for overall vision and coordination of the museum's information and communications systems.





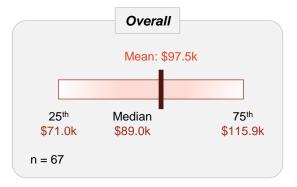
|                  | Mean     |                 |              |                     |              |
|------------------|----------|-----------------|--------------|---------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |          |                 | Small sample | e (n = less than 5) |              |
| \$2.5M-\$5M      |          |                 | Small sample | e (n = less than 5) |              |
| \$5M-\$7.5M      | \$82.3k  | \$68.0k         | \$79.0k      | \$100.8k            | 8            |
| \$7.5M-\$10M     |          |                 | Small sample | e (n = less than 5) |              |
| \$10M-\$15M      | \$105.6k | \$95.9k         | \$102.1k     | \$113.4k            | 9            |
| \$15M-\$20M      | \$114.3k | \$105.0k        | \$109.1k     | \$112.7k            | 9            |
| \$20M+           | \$163.0k | \$108.7k        | \$154.7k     | \$209.0k            | 34           |
|                  |          |                 |              |                     | /            |

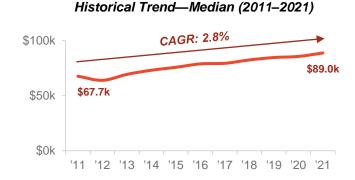


### Systems Manager / Technology Director / Director of New Media

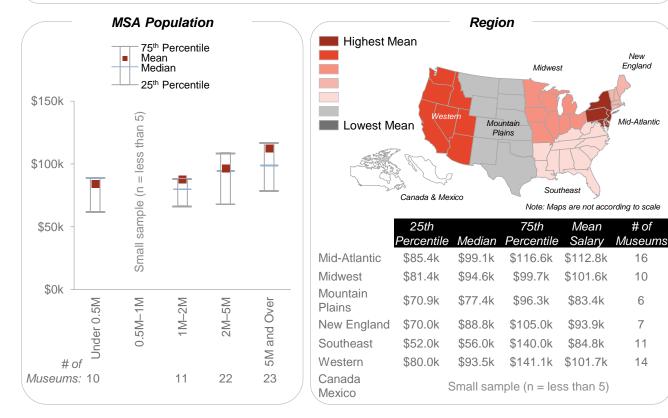


## Responsible for the museum's systems and technology activity, such as managing the office computer systems and software, and new media technologies.





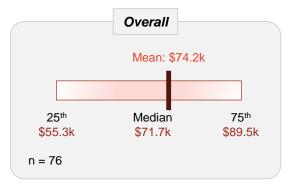
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$59.7k  | \$52.0k         | \$60.0k      | \$62.0k           | 5            |
| \$5M-\$7.5M      | \$72.3k  | \$70.0k         | \$70.0k      | \$80.0k           | 5            |
| \$7.5M-\$10M     | \$64.5k  | \$45.0k         | \$52.5k      | \$86.6k           | 5            |
| \$10M-\$15M      | \$89.6k  | \$71.3k         | \$90.5k      | \$110.1k          | 11           |
| \$15M-\$20M      | \$72.2k  | \$54.2k         | \$69.8k      | \$88.2k           | 10           |
| \$20M+           | \$114.6k | \$88.8k         | \$100.6k     | \$140.0k          | 31           |
| · · ·            |          |                 |              |                   |              |

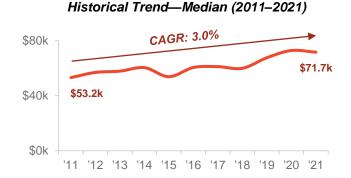




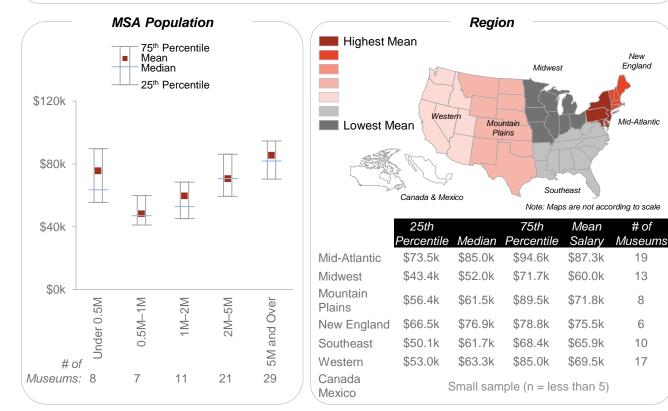
## Web Manager

# Responsible for development, site management, and content of the museum's website or online presence. May include social media outreach.





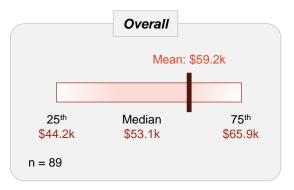
|                  | Mean    |                 |              |                     |              |
|------------------|---------|-----------------|--------------|---------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |         |                 | Small sample | e (n = less than 5) |              |
| \$2.5M-\$5M      | \$49.5k | \$41.2k         | \$47.2k      | \$61.5k             | 11           |
| \$5M-\$7.5M      | \$58.7k | \$50.5k         | \$60.0k      | \$63.3k             | 13           |
| \$7.5M-\$10M     |         |                 | Small sample | e (n = less than 5) |              |
| \$10M-\$15M      | \$62.6k | \$46.6k         | \$62.4k      | \$71.9k             | 11           |
| \$15M-\$20M      | \$68.6k | \$58.0k         | \$59.2k      | \$88.8k             | 5            |
| \$20M+           | \$89.7k | \$76.9k         | \$85.0k      | \$97.0k             | 32           |

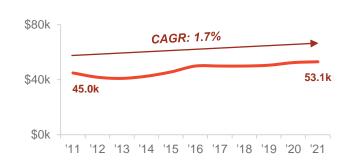


## **New Media Manager**

#### Art Museum Directors

### Responsible for planning and executing the museum's social and new media strategy, including, but not limited to, Twitter, Facebook, Tumblr, and mobile apps.

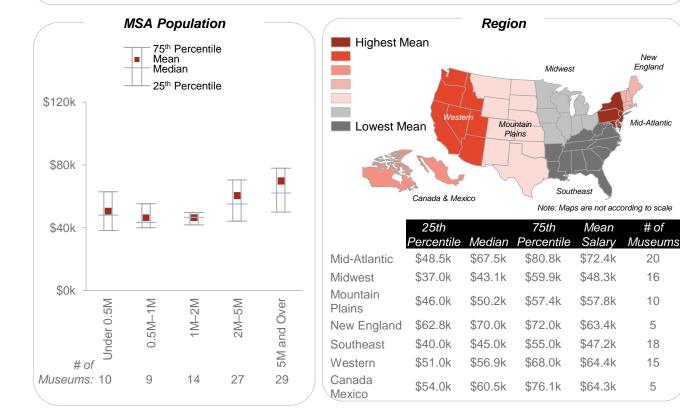




Historical Trend—Median (2011–2021)

### **Operating Budget**

|                  | Mean    |                 |              |                   |              |
|------------------|---------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |         |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$48.9k | \$40.0k         | \$43.0k      | \$48.5k           | 16           |
| \$5M-\$7.5M      | \$49.2k | \$40.8k         | \$47.0k      | \$58.7k           | 15           |
| \$7.5M-\$10M     | \$55.2k | \$45.0k         | \$50.0k      | \$61.8k           | 7            |
| \$10M-\$15M      | \$50.3k | \$42.3k         | \$43.9k      | \$55.0k           | 9            |
| \$15M-\$20M      | \$52.4k | \$46.0k         | \$50.2k      | \$60.0k           | 8            |
| \$20M+           | \$72.9k | \$54.0k         | \$64.8k      | \$80.0k           | 33           |
|                  |         |                 |              |                   |              |



# of

20

16

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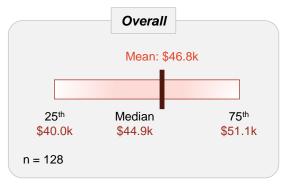
18

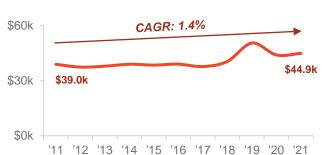
15

5

## **Membership Assistant**

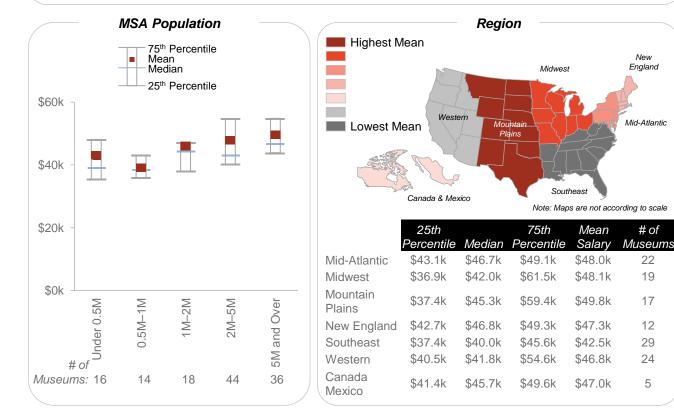
### Oversees maintenance of annual membership drives and programs for members. Provides support in planning and executing special fundraising events.





Historical Trend—Median (2011–2021)

|                  | Mean     |                 |         |                 |              |
|------------------|----------|-----------------|---------|-----------------|--------------|
| \$0              | k \$100k | 25th Percentile | Median  | 75th Percentile | # of Museums |
| Less than \$2.5M | \$36.1k  | \$32.6k         | \$36.8k | \$40.0k         | 6            |
| \$2.5M-\$5M      | \$41.2k  | \$36.9k         | \$40.6k | \$42.5k         | 21           |
| \$5M-\$7.5M      | \$44.3k  | \$37.4k         | \$44.3k | \$48.0k         | 25           |
| \$7.5M–\$10M     | \$43.9k  | \$40.0k         | \$40.8k | \$47.5k         | 12           |
| \$10M-\$15M      | \$43.3k  | \$37.4k         | \$42.0k | \$47.0k         | 17           |
| \$15M-\$20M      | \$41.1k  | \$38.5k         | \$39.3k | \$42.5k         | 8            |
| \$20M+           | \$52.6k  | \$44.9k         | \$46.7k | \$60.0k         | 39           |

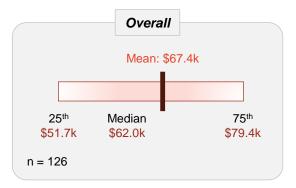


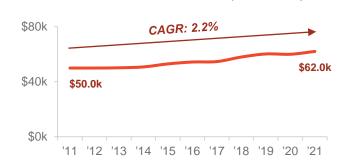


### **Special Events Manager**



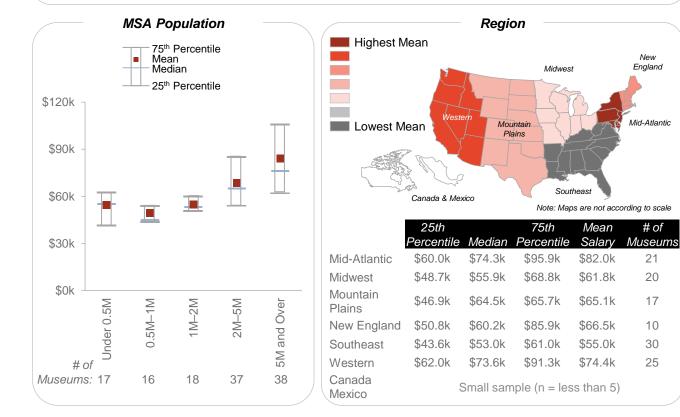
# Organizes and coordinates special events, including but not limited to exhibition previews, fundraisers, and community festivals.





Historical Trend—Median (2011–2021)

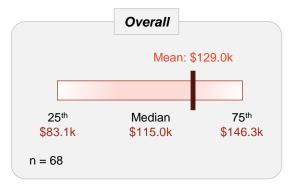
|                  | Mean     |                 |              |                    |              |
|------------------|----------|-----------------|--------------|--------------------|--------------|
| \$C              | % \$200k | 25th Percentile | Median       | 75th Percentile    | # of Museums |
| Less than \$2.5M |          |                 | Small sample | e(n = less than 5) |              |
| \$2.5M-\$5M      | \$53.0k  | \$41.8k         | \$51.9k      | \$58.8k            | 32           |
| \$5M-\$7.5M      | \$58.6k  | \$53.2k         | \$60.0k      | \$62.4k            | 15           |
| \$7.5M–\$10M     | \$59.7k  | \$49.1k         | \$54.1k      | \$64.5k            | 11           |
| \$10M-\$15M      | \$63.1k  | \$52.3k         | \$60.6k      | \$75.0k            | 19           |
| \$15M-\$20M      | \$65.0k  | \$43.6k         | \$60.3k      | \$73.4k            | 9            |
| \$20M+           | \$86.7k  | \$65.7k         | \$84.2k      | \$92.5k            | 36           |

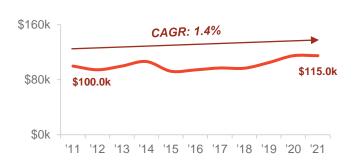


### **Director of External Affairs**



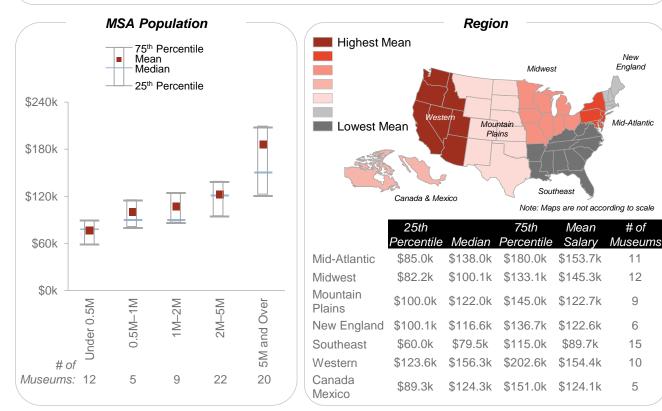
## Directs the media relations, publicity, public affairs and information activities, and customer relations of the organization.





Historical Trend—Median (2011–2021)

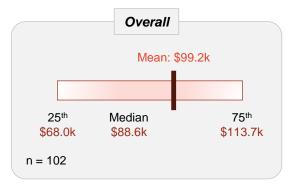
|                 | Mea            | an       |                 |              |                   |              |
|-----------------|----------------|----------|-----------------|--------------|-------------------|--------------|
|                 | \$0k           | \$300k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5 | M              |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5      | M <b>578</b> . | .2k      | \$62.0k         | \$68.0k      | \$85.0k           | 13           |
| \$5M-\$7.5      | M <b>\$88</b>  | 3.1k     | \$70.3k         | \$84.5k      | \$108.2k          | 12           |
| \$7.5M-\$10     | M              |          |                 | Small sample | (n = less than 5) |              |
| \$10M-\$15      | M              | \$135.6k | \$103.0k        | \$123.6k     | \$171.6k          | 9            |
| \$15M-\$20      | M \$^          | 114.7k   | \$85.0k         | \$100.0k     | \$140.0k          | 5            |
| \$20N           | 1+             | \$177.2k | \$122.0k        | \$145.0k     | \$198.6k          | 25           |

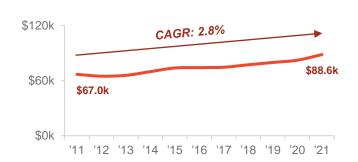




### **Marketing Director**

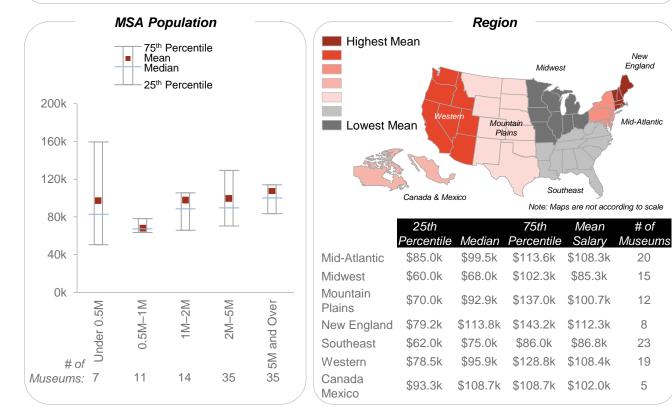
#### General responsibility for coordinating museum promotional programs, revenueproducing sale of products and creative services for museum marketing materials.





Historical Trend—Median (2011–2021)

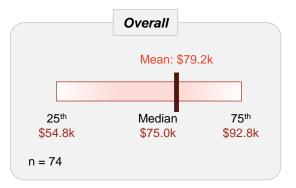
|                  | Mean     |                 |          |                 |              |
|------------------|----------|-----------------|----------|-----------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median   | 75th Percentile | # of Museums |
| Less than \$2.5M | \$53.8k  | \$46.1k         | \$51.1k  | \$59.3k         | 5            |
| \$2.5M-\$5M      | \$65.1k  | \$59.8k         | \$64.6k  | \$69.3k         | 22           |
| \$5M-\$7.5M      | \$76.1k  | \$66.4k         | \$77.6k  | \$83.5k         | 15           |
| \$7.5M-\$10M     | \$98.7k  | \$86.1k         | \$91.7k  | \$117.9k        | 8            |
| \$10M-\$15M      | \$94.1k  | \$90.0k         | \$96.0k  | \$104.0k        | 14           |
| \$15M-\$20M      | \$92.5k  | \$75.0k         | \$92.9k  | \$107.4k        | 7            |
| \$20M+           | \$139.1k | \$105.0k        | \$137.0k | \$159.7k        | 31           |

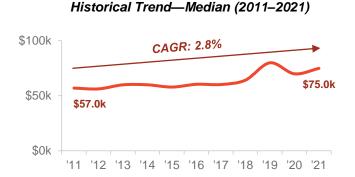


### **Public Relations Officer**

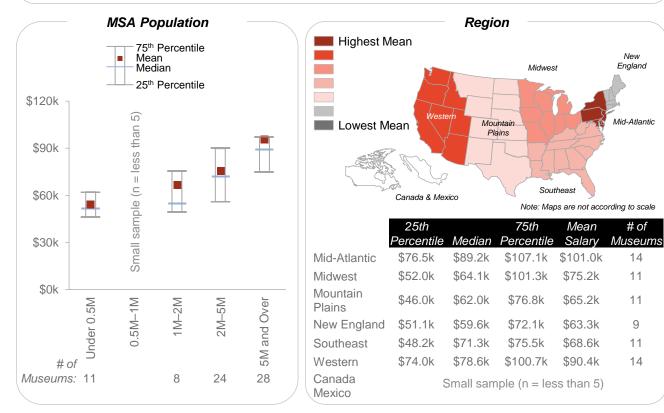
#### Association of Art Museum Directors

# *Primary point of contact for news media and specific interest groups concerning museum exhibitions, special programs, etc. Drafts press releases & targets specific audiences.*





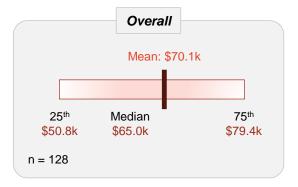
|                  | Mean     |                 |              |                     |              |
|------------------|----------|-----------------|--------------|---------------------|--------------|
| \$0              | k \$200k | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |          |                 | Small sample | e(n = less than 5)  |              |
| \$2.5M-\$5M      | \$55.2k  | \$51.1k         | \$52.0k      | \$59.6k             | 9            |
| \$5M-\$7.5M      |          |                 | Small sample | e (n = less than 5) |              |
| \$7.5M-\$10M     | \$66.1k  | \$47.1k         | \$62.9k      | \$76.9k             | 6            |
| \$10M-\$15M      | \$66.5k  | \$56.0k         | \$66.1k      | \$75.0k             | 9            |
| \$15M-\$20M      | \$68.3k  | \$48.2k         | \$79.6k      | \$82.0k             | 7            |
| \$20M+           | \$93.6k  | \$74.0k         | \$84.4k      | \$100.7k            | 38           |

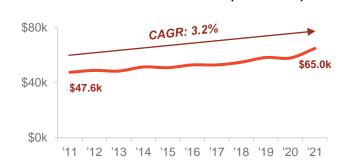


### **Museum Store Manager**



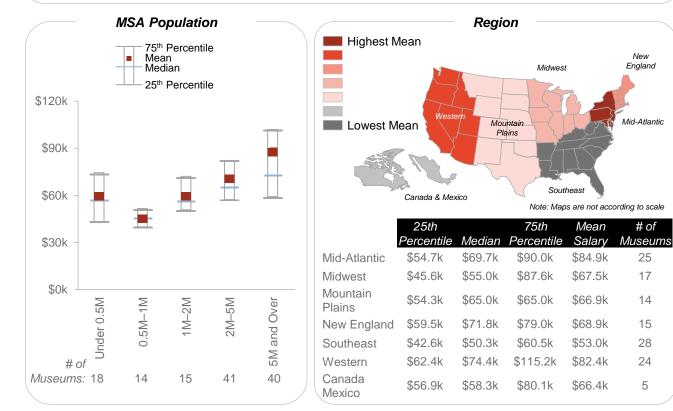
## Responsible for entire operation of museum sales operation. May involve supervision of subordinate staff and/or volunteers.





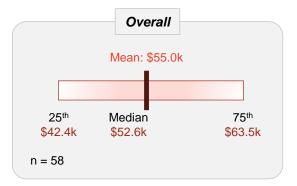
Historical Trend—Median (2011–2021)

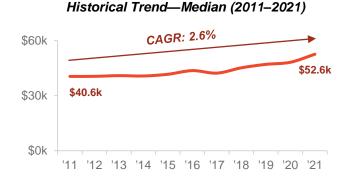
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$OF             | « \$200k | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$49.3k  | \$38.6k         | \$45.3k      | \$57.7k           | 25           |
| \$5M-\$7.5M      | \$55.8k  | \$45.0k         | \$55.4k      | \$65.0k           | 20           |
| \$7.5M–\$10M     | \$61.0k  | \$50.0k         | \$56.7k      | \$81.5k           | 13           |
| \$10M-\$15M      | \$65.2k  | \$57.9k         | \$64.4k      | \$73.9k           | 17           |
| \$15M-\$20M      | \$72.3k  | \$54.3k         | \$70.0k      | \$80.0k           | 10           |
| \$20M+           | \$91.4k  | \$65.0k         | \$76.0k      | \$103.3k          | 40           |
|                  |          |                 |              |                   | /            |



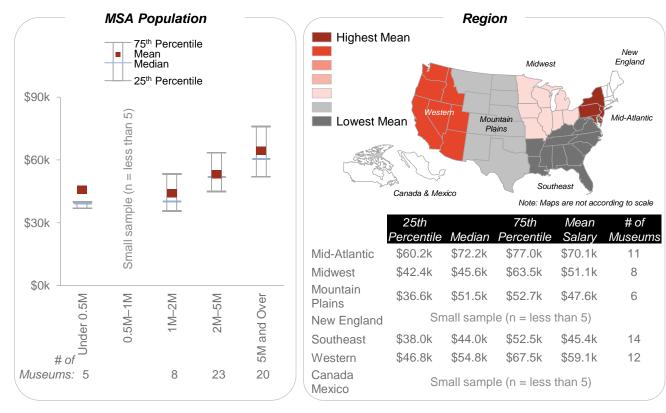
### **Volunteer Coordinator**

### Responsible for coordination and guidance of one or more volunteer organizations. Functions as prime liaison between staff and volunteers.







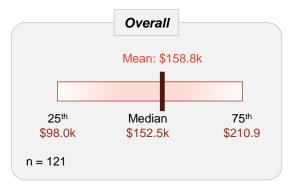


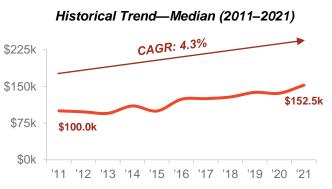


### Chief Curator / Director of Curatorial Affairs / Curator A



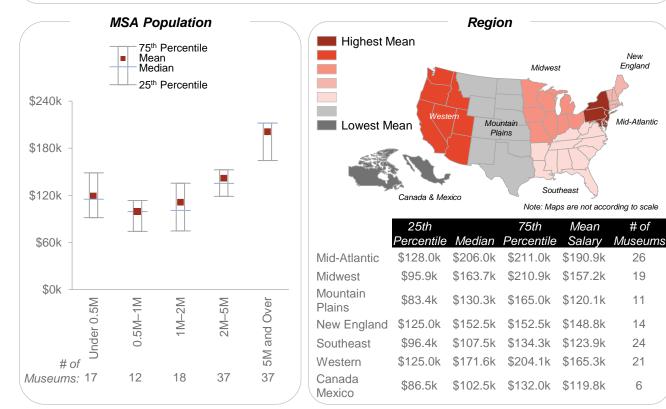
## General administrative responsibilities for curatorial affairs, plus some museum administrative responsibilities.





#### **Operating Budget**

|                  | Mean     |                 |          |                 |              |
|------------------|----------|-----------------|----------|-----------------|--------------|
| \$0k             | \$300k   | 25th Percentile | Median   | 75th Percentile | # of Museums |
| Less than \$2.5M | \$68.4k  | \$57.1k         | \$57.5k  | \$84.0k         | 5            |
| \$2.5M-\$5M      | \$93.2k  | \$77.3k         | \$92.3k  | \$100.0k        | 24           |
| \$5M-\$7.5M      | \$99.2k  | \$73.4k         | \$96.2k  | \$115.0k        | 16           |
| \$7.5M-\$10M     | \$112.2k | \$83.4k         | \$102.6k | \$140.0k        | 15           |
| \$10M-\$15M      | \$160.9k | \$127.8k        | \$146.9k | \$180.0k        | 18           |
| \$15M-\$20M      | \$147.5k | \$134.3k        | \$151.5k | \$171.7k        | 6            |
| \$20M+           | \$207.7k | \$165.0k        | \$210.9k | \$211.0k        | 37           |

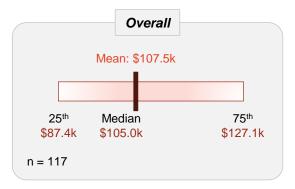


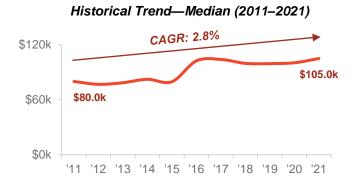
120 East 56th Street, Suite 520, New York, NY 10022 t: 212.754.8084 f: 212.754.8087 aamd.org

### Senior Curator / Curator of Special Collections Area / Curator B

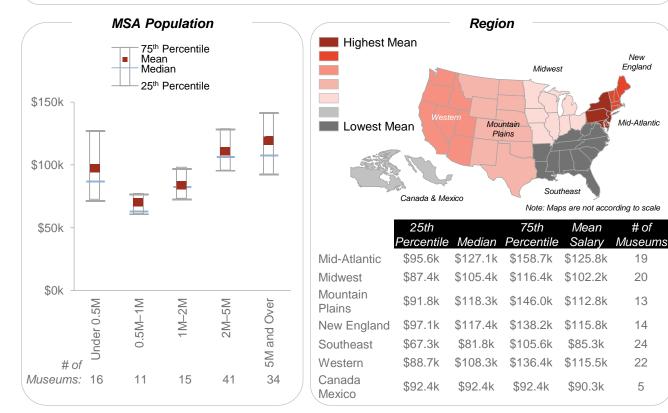
#### Association of Art Museum Directors

# Responsibility for important sub-collections; general administrative duties relating to area of responsibility; and supervision of one or several curatorial subordinates.



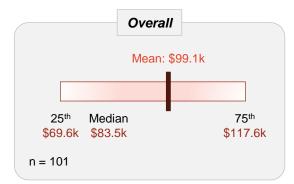


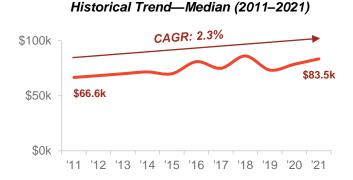
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$74.1k  | \$65.0k         | \$71.4k      | \$83.6k           | 26           |
| \$5M-\$7.5M      | \$83.2k  | \$72.0k         | \$87.0k      | \$97.1k           | 16           |
| \$7.5M-\$10M     | \$81.2k  | \$67.2k         | \$76.3k      | \$95.0k           | 12           |
| \$10M-\$15M      | \$93.0k  | \$86.0k         | \$87.4k      | \$97.2k           | 15           |
| \$15M-\$20M      | \$107.9k | \$89.0k         | \$123.3k     | \$127.1k          | 10           |
| \$20M+           | \$122.5k | \$99.7k         | \$116.4k     | \$141.3k          | 37           |



### Curator of Exhibitions / Curator C



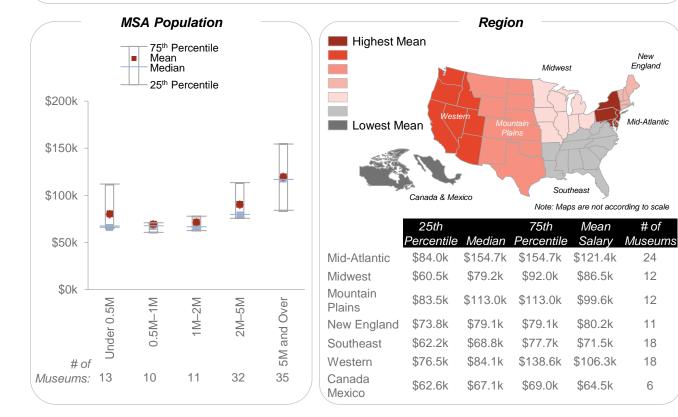




Art Museum

Directors

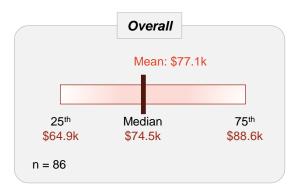
|                  | Mean     |                 |              |                     |              |
|------------------|----------|-----------------|--------------|---------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |          |                 | Small sample | e (n = less than 5) |              |
| \$2.5M-\$5M      | \$65.2k  | \$60.0k         | \$65.1k      | \$70.9k             | 20           |
| \$5M-\$7.5M      | \$69.8k  | \$64.5k         | \$70.0k      | \$77.7k             | 17           |
| \$7.5M-\$10M     | \$72.8k  | \$56.5k         | \$76.5k      | \$85.0k             | 10           |
| \$10M-\$15M      | \$80.1k  | \$70.0k         | \$82.0k      | \$84.0k             | 13           |
| \$15M-\$20M      | \$83.1k  | \$75.9k         | \$80.8k      | \$86.9k             | 5            |
| \$20M+           | \$117.6k | \$83.5k         | \$113.0k     | \$154.7k            | 32           |
| \'               |          |                 |              |                     |              |

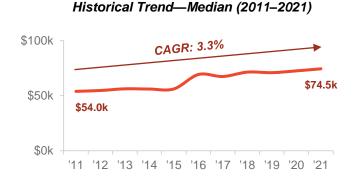


### Associate Curator / Curator D

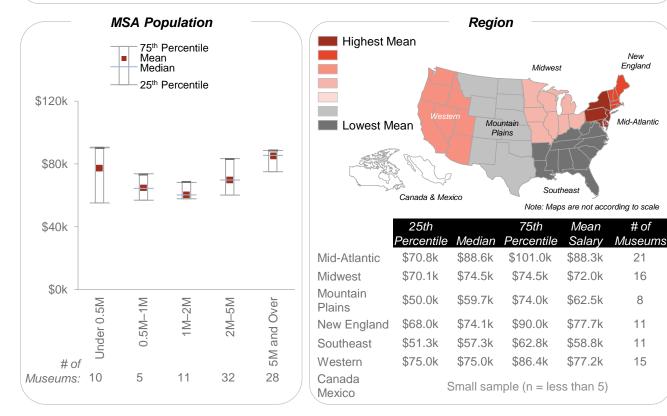


#### Performs same functions as Curator in association with, and under supervision of, the Curator.



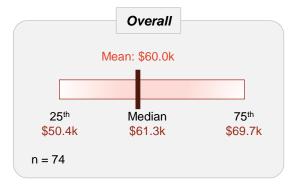


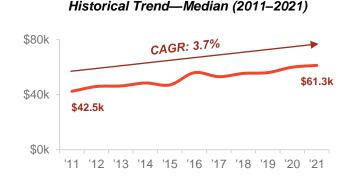
|                  | Mean    |                 |              |                   |              |
|------------------|---------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |         |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$59.9k | \$52.4k         | \$56.2k      | \$68.9k           | 12           |
| \$5M-\$7.5M      | \$58.9k | \$49.5k         | \$60.4k      | \$65.0k           | 11           |
| \$7.5M-\$10M     | \$61.9k | \$53.0k         | \$59.7k      | \$73.8k           | 9            |
| \$10M-\$15M      | \$70.7k | \$57.5k         | \$63.8k      | \$70.0k           | 8            |
| \$15M-\$20M      | \$70.0k | \$64.1k         | \$64.1k      | \$74.0k           | 6            |
| \$20M+           | \$82.5k | \$72.0k         | \$81.5k      | \$88.6k           | 38           |
| \'               |         |                 |              |                   |              |



### Assistant Curator / Curator E

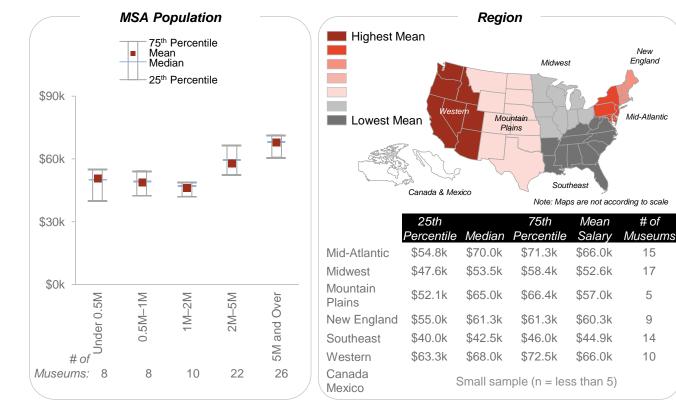
#### Assists Curator and Associate Curator under their supervision. Usually no supervision of other curatorial staff.





#### **Operating Budget**





#### 120 East 56th Street, Suite 520, New York, NY 10022 t: 212.754.8084 f: 212.754.8087 aamd.org

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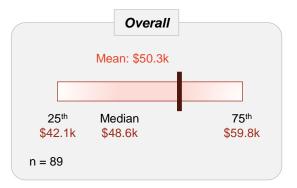
9

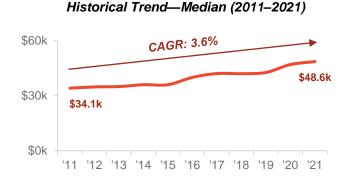




### Curator Assistant

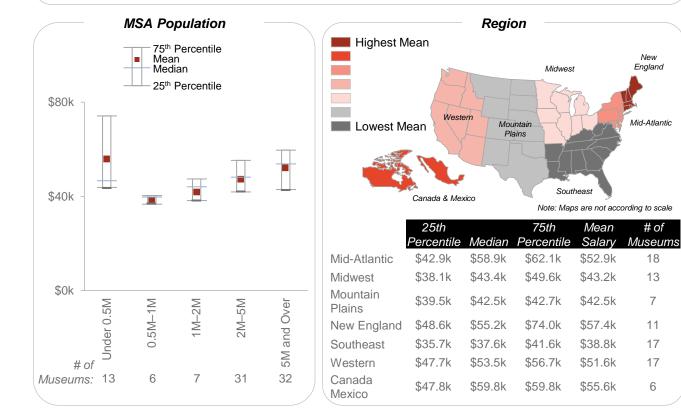
### Assists curatorial staff in routine duties, under their supervision; possibly in training to become curatorial professional (curatorial intern).





### **Operating Budget**

|   |                 | Mean    |                 |              |                     |              |
|---|-----------------|---------|-----------------|--------------|---------------------|--------------|
|   | \$0k            | \$100k  | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| L | ess than \$2.5M |         |                 | Small sample | e (n = less than 5) |              |
|   | \$2.5M-\$5M     | \$39.8k | \$35.0k         | \$37.4k      | \$44.8k             | 15           |
|   | \$5M-\$7.5M     | \$42.2k | \$37.6k         | \$43.7k      | \$43.7k             | 9            |
|   | \$7.5M-\$10M    | \$44.5k | \$39.5k         | \$44.9k      | \$46.9k             | 10           |
|   | \$10M-\$15M     | \$44.2k | \$37.8k         | \$42.1k      | \$49.2k             | 14           |
|   | \$15M-\$20M     | \$45.4k | \$38.3k         | \$45.5k      | \$49.0k             | 9            |
|   | \$20M+          | \$54.3k | \$47.0k         | \$56.7k      | \$59.8k             | 31           |



New

# of

18

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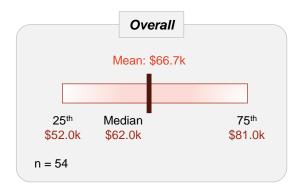
17

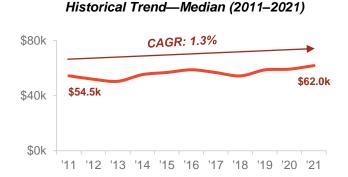
6

#### Association of Art Museum Directors

### Photographer

### Responsible for photographic documentation of fine arts collections.

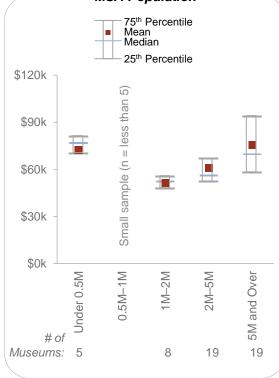


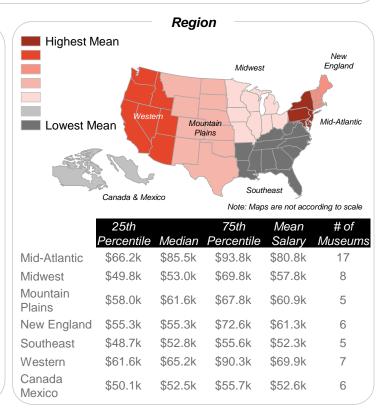


### **Operating Budget**

|                  | Mean    |                 |              |                     |              |
|------------------|---------|-----------------|--------------|---------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |         |                 | Small sample | (n = less than 5)   |              |
| \$2.5M-\$5M      |         |                 | Small sample | (n = less than 5)   |              |
| \$5M-\$7.5M      |         |                 | Small sample | e (n = less than 5) |              |
| \$7.5M–\$10M     | \$47.8k | \$42.4k         | \$46.0k      | \$56.3k             | 6            |
| \$10M-\$15M      |         |                 | Small sample | e (n = less than 5) |              |
| \$15M-\$20M      |         |                 | Small sample | (n = less than 5)   |              |
| \$20M+           | \$70.0k | \$55.3k         | \$66.2k      | \$88.7k             | 33           |
| · ·              |         |                 |              |                     |              |

MSA Population

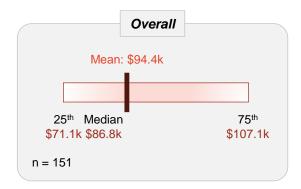


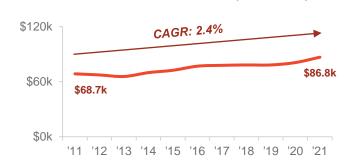


### Director of Education / Curator of Education / Educator A



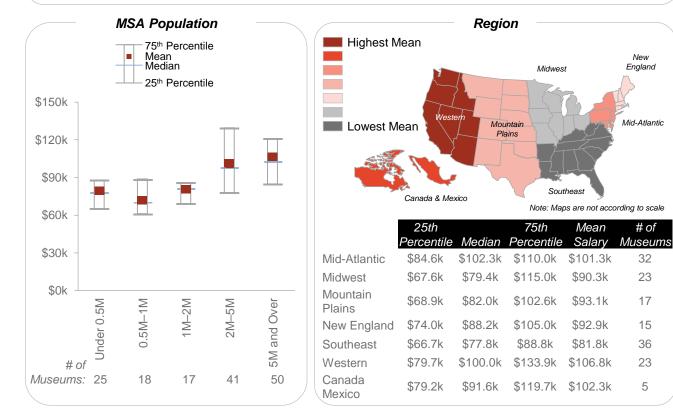
### Supervision of several educational departments or programs.





Historical Trend—Median (2011–2021)

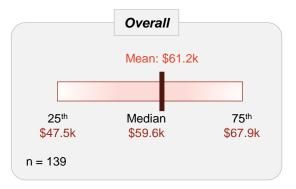
|                  | Mean     |                 |          |                 |              |
|------------------|----------|-----------------|----------|-----------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median   | 75th Percentile | # of Museums |
| Less than \$2.5M | \$60.9k  | \$51.5k         | \$60.2k  | \$68.0k         | 9            |
| \$2.5M-\$5M      | \$71.8k  | \$61.2k         | \$69.9k  | \$78.8k         | 41           |
| \$5M-\$7.5M      | \$81.2k  | \$70.7k         | \$81.9k  | \$90.0k         | 22           |
| \$7.5M-\$10M     | \$83.6k  | \$75.0k         | \$83.5k  | \$88.2k         | 10           |
| \$10M-\$15M      | \$102.3k | \$85.6k         | \$98.7k  | \$114.7k        | 21           |
| \$15M-\$20M      | \$118.0k | \$106.3k        | \$120.4k | \$135.0k        | 10           |
| \$20M+           | \$121.0k | \$102.3k        | \$108.9k | \$135.9k        | 38           |

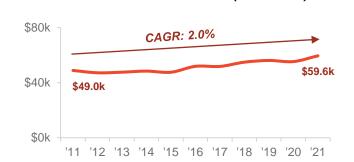


### Associate Educator / Educator B



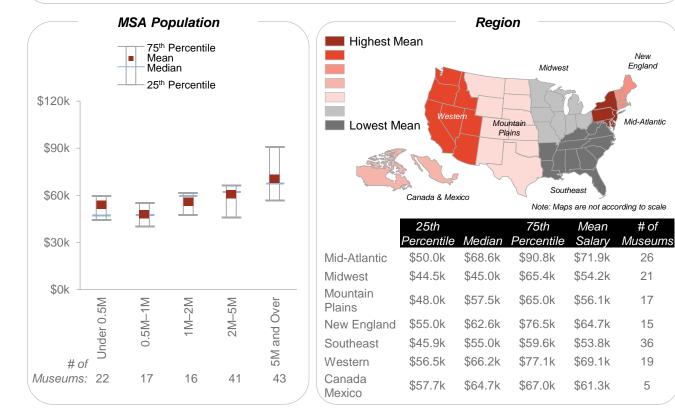
## Responsibility for specific interpretative programs, one of which may or may not involve the design of the educational exhibitions from outside the collection for special audiences.





Historical Trend—Median (2011–2021)

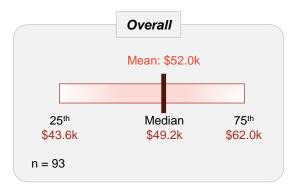
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0              | k \$200k | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$48.8k  | \$44.3k         | \$47.3k      | \$54.3k           | 36           |
| \$5M-\$7.5M      | \$51.9k  | \$45.0k         | \$50.0k      | \$57.3k           | 23           |
| \$7.5M-\$10M     | \$52.5k  | \$46.0k         | \$48.3k      | \$59.8k           | 12           |
| \$10M-\$15M      | \$55.0k  | \$49.7k         | \$53.0k      | \$61.3k           | 17           |
| \$15M-\$20M      | \$63.5k  | \$44.0k         | \$66.3k      | \$69.6k           | 10           |
| \$20M+           | \$70.8k  | \$59.6k         | \$66.9k      | \$84.6k           | 37           |
| \$20M+           | \$70.8k  | \$59.6k         | \$66.9k      | \$84.6k           |              |

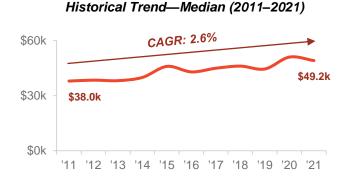


### Assistant Educator / Educator C



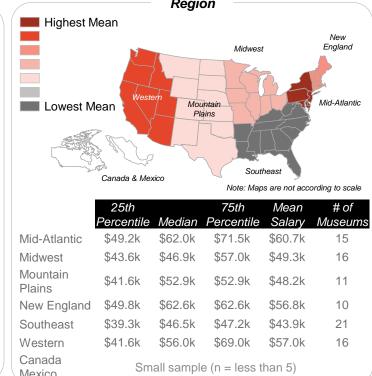
### Assists in developing and implementing a major interpretive or studio program.





| Mean             |         |                 |              |                   |              |  |
|------------------|---------|-----------------|--------------|-------------------|--------------|--|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile   | # of Museums |  |
| Less than \$2.5M |         |                 | Small sample | (n = less than 5) |              |  |
| \$2.5M-\$5M      | \$41.2k | \$38.0k         | \$43.5k      | \$46.3k           | 18           |  |
| \$5M-\$7.5M      | \$44.8k | \$37.4k         | \$43.1k      | \$50.6k           | 11           |  |
| \$7.5M-\$10M     | \$45.6k | \$36.5k         | \$38.0k      | \$50.7k           | 7            |  |
| \$10M-\$15M      | \$49.8k | \$40.0k         | \$41.6k      | \$58.5k           | 16           |  |
| \$15M-\$20M      | \$52.0k | \$44.8k         | \$47.0k      | \$50.8k           | 6            |  |
| \$20M+           | \$55.2k | \$47.2k         | \$52.9k      | \$62.3k           | 32           |  |
|                  |         |                 |              |                   |              |  |

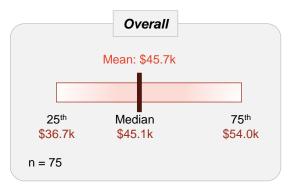
MSA Population Region **Highest Mean** 75th Percentile Mean Median Midwest 25<sup>th</sup> Percentile \$90k Mountain Lowest Mean Plains \$60k Southeast Canada & Mexico 25th 75th \$30k Percentile Median Percentile Mid-Atlantic \$49.2k \$62.0k \$71.5k \$43.6k \$46.9k \$57.0k Midwest \$0k Mountain \$41.6k \$52.9k \$52.9k Jnder 0.5M 5M-1M 1 M-2 M 2M-5M and Over Plains \$49.8k \$62.6k \$62.6k New England Southeast \$39.3k \$46.5k \$47.2k 5⊠ \$56.0k \$69.0k # of Western \$41.6k 7 Museums: 16 9 33 28 Canada Mexico

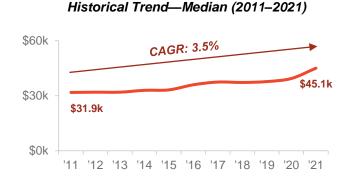


### Education Assistant

#### Art Museum Directors

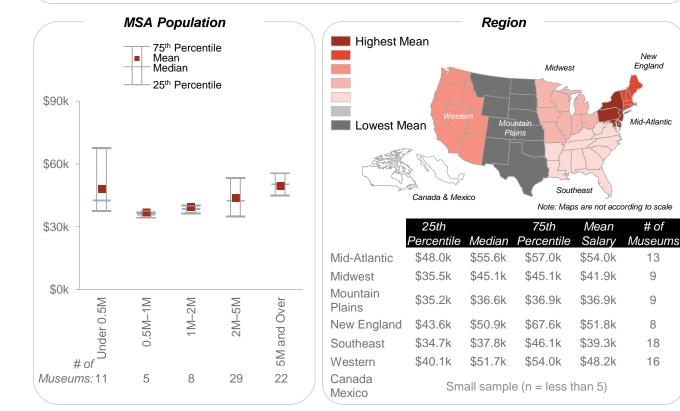
### Assistance to Educators in routine duties relating to implementation of ongoing programs and activities; possibly in training to become educational professional.





### **Operating Budget**

| Mean      |  |  |  |  |  |  |  |
|-----------|--|--|--|--|--|--|--|
| 0k \$100k | 25th Percentile  | Median   | 75th Percentile  | # of Museums   |  |  |  |
|           |  | Small sample   | (n = less than 5)  |  |  |  |  |
| \$38.3k   | \$34.3k  | \$35.6k  | \$37.5k  | 12   |  |  |  |
| \$38.9k   | \$35.0k  | \$36.9k  | \$45.0k  | 12   |  |  |  |
| \$38.7k   | \$29.7k  | \$33.3k  | \$53.5k  | 6  |  |  |  |
| \$41.7k   | \$36.5k  | \$40.5k  | \$46.4k  | 13   |  |  |  |
| \$55.0k   | \$46.9k  | \$57.5k  | \$64.1k  | 6  |  |  |  |
| \$49.7k   | \$45.0k  | \$51.1k  | \$55.6k  | 24   |  |  |  |
|           | 0k \$100k<br>\$38.3k<br>\$38.9k<br>\$38.7k<br>\$41.7k<br>\$55.0k | Sok \$100k 25th Percentile   \$38.3k \$34.3k   \$38.9k \$35.0k   \$38.7k \$29.7k   \$41.7k \$36.5k   \$55.0k \$46.9k | Sok   \$100k   25th Percentile   Median     Small sample   \$38.3k   \$34.3k   \$35.6k     \$38.9k   \$35.0k   \$36.9k     \$38.7k   \$29.7k   \$33.3k     \$41.7k   \$36.5k   \$40.5k     \$55.0k   \$46.9k   \$57.5k | Nok   \$100k   25th Percentile   Median   75th Percentile     Small sample (n = less than 5)   \$38.3k   \$34.3k   \$35.6k   \$37.5k     \$38.3k   \$34.3k   \$35.0k   \$36.9k   \$45.0k     \$38.7k   \$29.7k   \$33.3k   \$53.5k     \$41.7k   \$36.5k   \$40.5k   \$46.4k     \$55.0k   \$46.9k   \$57.5k   \$64.1k |  |  |  |



New England

Mid-Atlantic

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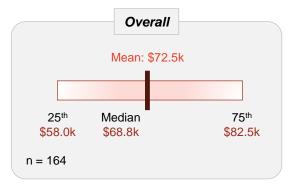
18

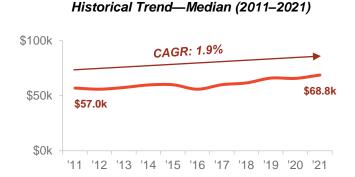
16



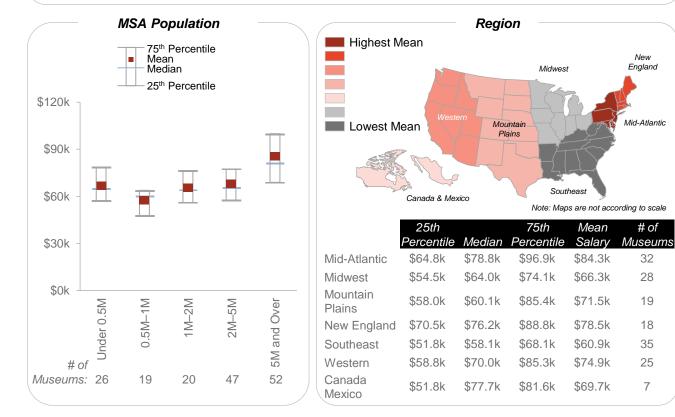
### **Registrar A**

# Responsible for organization and maintenance of orderly forms, legal documents, files and retrieval system associated with acquisitions, accessions, cataloguing, etc.





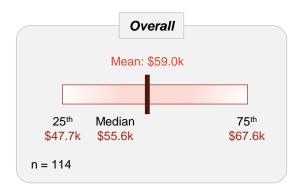
|                  | Mean    |                 |         |                 |              |
|------------------|---------|-----------------|---------|-----------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median  | 75th Percentile | # of Museums |
| Less than \$2.5M | \$48.7k | \$40.6k         | \$46.7k | \$51.0k         | 8            |
| \$2.5M-\$5M      | \$60.5k | \$51.0k         | \$61.5k | \$68.1k         | 44           |
| \$5M-\$7.5M      | \$63.0k | \$53.7k         | \$60.6k | \$72.7k         | 25           |
| \$7.5M-\$10M     | \$63.1k | \$51.8k         | \$63.0k | \$74.8k         | 14           |
| \$10M-\$15M      | \$72.3k | \$60.0k         | \$63.0k | \$85.0k         | 20           |
| \$15M-\$20M      | \$83.7k | \$73.8k         | \$78.5k | \$95.4k         | 10           |
| \$20M+           | \$86.6k | \$73.8k         | \$81.1k | \$97.5k         | 43           |

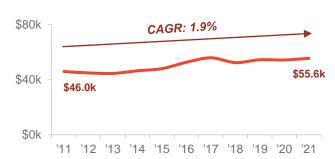


### Associate Registrar / Registrar B



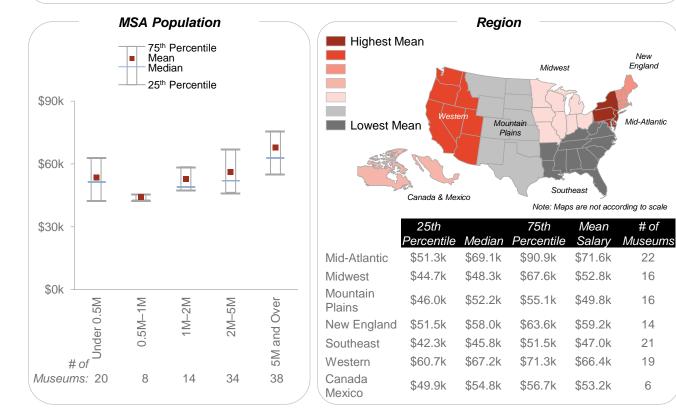
### Assists Registrar in performance of routine duties.





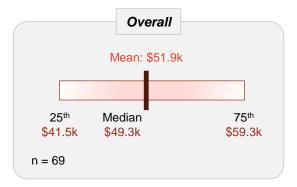
#### Historical Trend—Median (2011–2021)

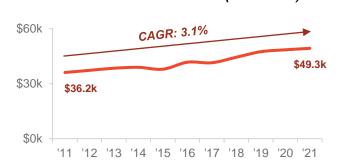
| Mean |                  |         |                 |              |                   |              |
|------|------------------|---------|-----------------|--------------|-------------------|--------------|
|      | \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile   | # of Museums |
|      | Less than \$2.5M |         |                 | Small sample | (n = less than 5) |              |
|      | \$2.5M-\$5M      | \$49.8k | \$41.4k         | \$48.5k      | \$52.2k           | 18           |
|      | \$5M-\$7.5M      | \$49.7k | \$43.0k         | \$49.0k      | \$52.0k           | 17           |
|      | \$7.5M–\$10M     | \$47.8k | \$41.2k         | \$46.0k      | \$47.3k           | 11           |
|      | \$10M-\$15M      | \$53.0k | \$45.5k         | \$51.1k      | \$58.3k           | 16           |
|      | \$15M-\$20M      | \$54.9k | \$48.3k         | \$51.6k      | \$64.0k           | 10           |
|      | \$20M+           | \$68.4k | \$56.7k         | \$66.9k      | \$74.1k           | 40           |
|      |                  |         |                 |              |                   |              |



### Assistant Registrar / Registrar C

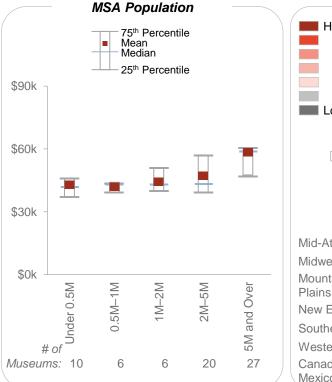
## Assists the Registrar in performance of routine duties; may provide clerical assistance to the department.

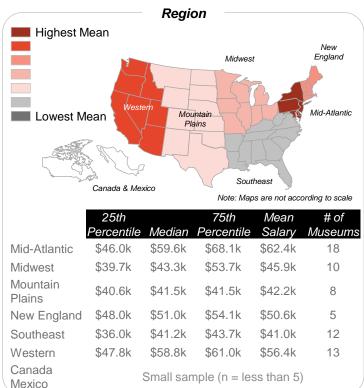




#### **Operating Budget**

|                  | Mean    |                 |              |                     |              |
|------------------|---------|-----------------|--------------|---------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |         |                 | Small sample | e(n = less than 5)  |              |
| \$2.5M-\$5M      | \$45.4k | \$37.2k         | \$40.6k      | \$54.1k             | 10           |
| \$5M-\$7.5M      | \$40.0k | \$37.1k         | \$40.8k      | \$43.0k             | 10           |
| \$7.5M-\$10M     |         |                 | Small sample | e (n = less than 5) |              |
| \$10M-\$15M      | \$41.7k | \$39.3k         | \$40.0k      | \$42.5k             | 9            |
| \$15M-\$20M      |         |                 | Small sample | e (n = less than 5) |              |
| \$20M+           | \$58.0k | \$47.0k         | \$57.2k      | \$61.7k             | 30           |
| · ·              |         |                 |              |                     |              |





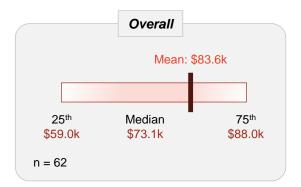
## Historical Trend—Median (2011–2021)

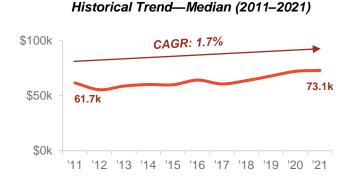


### Head Librarian / Librarian A

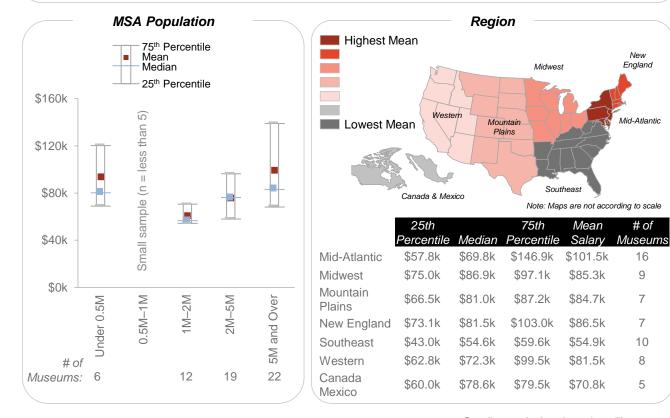


### Formulates and carries out library practices, policies and procedures.





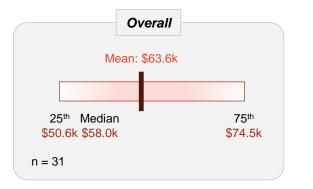
|                  | Mean      |                 |              |                   |              |
|------------------|-----------|-----------------|--------------|-------------------|--------------|
| \$0              | 0k \$200k | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |           |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      |           |                 | Small sample | (n = less than 5) |              |
| \$5M-\$7.5M      | \$57.8k   | \$54.5k         | \$57.0k      | \$62.1k           | 6            |
| \$7.5M–\$10M     | \$58.9k   | \$47.3k         | \$56.1k      | \$71.6k           | 8            |
| \$10M-\$15M      | \$63.7k   | \$54.2k         | \$67.5k      | \$70.0k           | 7            |
| \$15M-\$20M      | \$71.2k   | \$59.6k         | \$68.9k      | \$87.1k           | 6            |
| \$20M+           | \$101.8k  | \$72.3k         | \$85.7k      | \$130.5k          | 32           |
| '                |           |                 |              |                   |              |

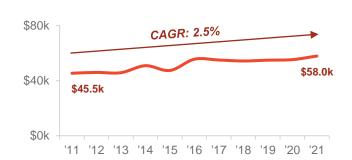


### Associate Librarian / Librarian B



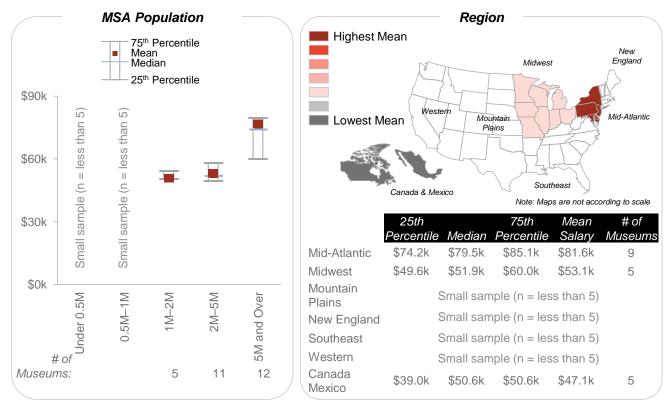
# Cataloguing and classification of library materials; assists Head Librarian in the administration and maintenance of library and in training library staff.





Historical Trend—Median (2011–2021)

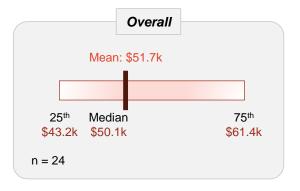


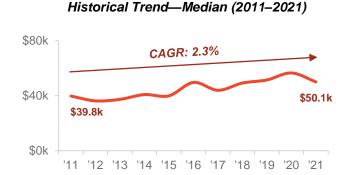


### Associate Librarian / Librarian C



## Assists Head Librarian and Associate Librarian with specific sub-program in library operations.





#### **Operating Budget**



**MSA** Population Region Highest Mean 75<sup>th</sup> Percentile Mean New England Median Midwest 25<sup>th</sup> Percentile \$90k Western 5 5 5 Mountain Mid-Atlantic Lowest Mean less than less than less than Plains \$60k П Ш П sample (n Southeast sample (n Canada & Mexico sample Note: Maps are not according to scale \$30k 25th 75th Mean # of Percentile Median Percentile Salary Museums Small Small Small Mid-Atlantic Small sample (n = less than 5) Midwest Small sample (n = less than 5)\$0k Mountain Small sample (n = less than 5)1 M-2 M Inder 0.5M 5M-1M and Over 2M-5M Plains New England \$43.7k \$48.2k \$48.2k \$48.8k 5 Southeast Small sample (n = less than 5)5M # of Western Museums: 6 12 Canada Small sample (n = less than 5)Mexico

### Chief Conservator / Conservator A



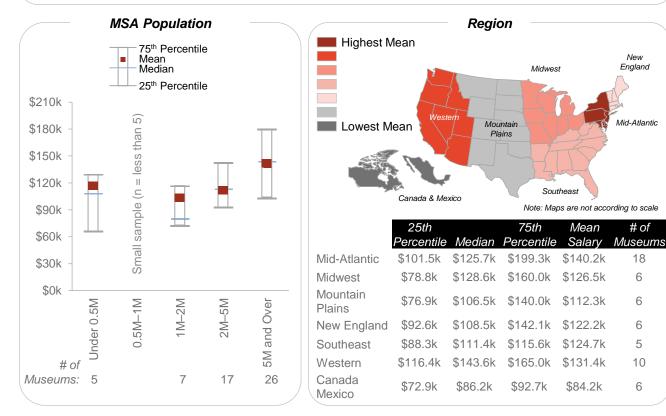
## General supervision of conservation department, including administration of the budget and department personnel.



# \$150k \$75k \$0k '11 '12 '13 '14 '15 '16 '17 '18 '19 '20 '21

Historical Trend—Median (2011–2021)

| Mean             |          |                 |              |                   |              |  |
|------------------|----------|-----------------|--------------|-------------------|--------------|--|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |  |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |  |
| \$2.5M-\$5M      | \$87.6k  | \$66.0k         | \$90.7k      | \$102.8k          | 6            |  |
| \$5M-\$7.5M      |          |                 | Small sample | (n = less than 5) |              |  |
| \$7.5M-\$10M     |          |                 | Small sample | (n = less than 5) |              |  |
| \$10M-\$15M      | \$99.6k  | \$75.0k         | \$92.5k      | \$111.5k          | 7            |  |
| \$15M-\$20M      | \$101.3k | \$95.0k         | \$104.0k     | \$111.4k          | 6            |  |
| \$20M+           | \$147.9k | \$118.0k        | \$143.6k     | \$179.4k          | 32           |  |

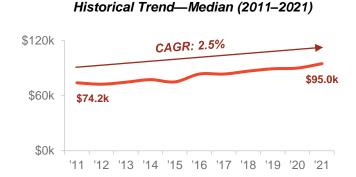


### Senior Conservator / Conservator B

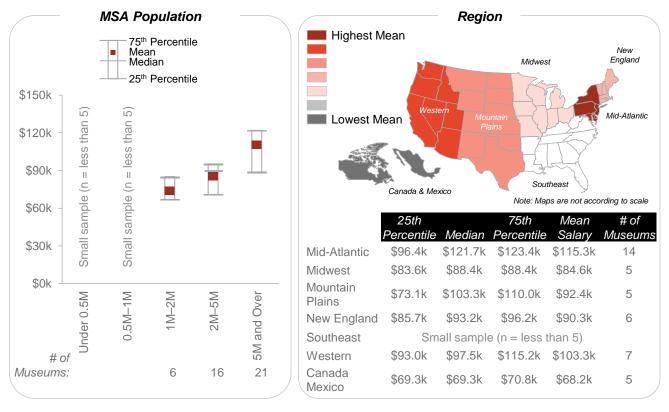


# Responsibility for conservation and restoration of a major collection, examination of that collection, and exhibits in area of specialization.





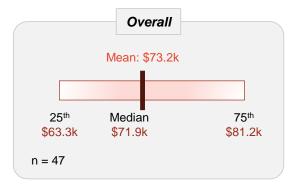


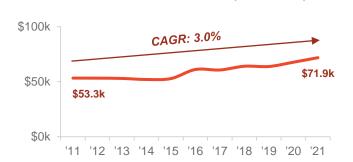


### Associate Conservator / Conservator C



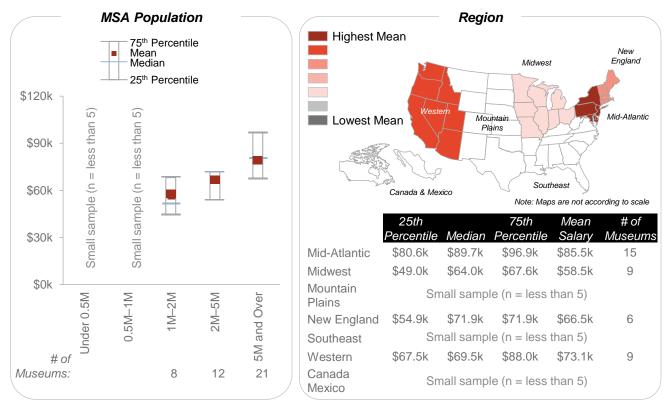
## Assists Conservator in the conservation, restoration and documentation of works of art in the collection, helps train assistant in conservation department.





Historical Trend—Median (2011–2021)

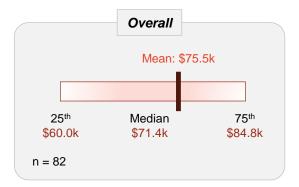


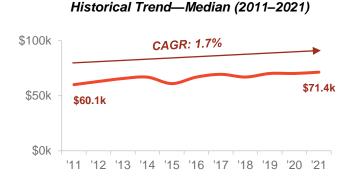


### **Exhibition Designer**



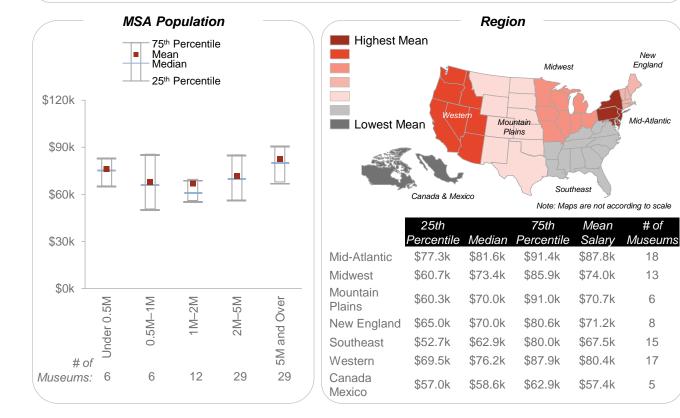
### Designs installation of permanent collection as well as temporary exhibition.





#### **Operating Budget**

|                  | Mean    |                 |              |                     |              |
|------------------|---------|-----------------|--------------|---------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile     | # of Museums |
| Less than \$2.5M |         |                 | Small sample | e (n = less than 5) |              |
| \$2.5M-\$5M      | \$68.0k | \$51.6k         | \$61.6k      | \$85.4k             | 12           |
| \$5M-\$7.5M      | \$67.3k | \$52.0k         | \$64.0k      | \$71.0k             | 10           |
| \$7.5M-\$10M     | \$68.7k | \$54.6k         | \$63.9k      | \$87.1k             | 5            |
| \$10M-\$15M      | \$89.1k | \$61.6k         | \$84.5k      | \$110.6k            | 10           |
| \$15M-\$20M      | \$90.5k | \$65.6k         | \$78.2k      | \$111.6k            | 8            |
| \$20M+           | \$74.4k | \$60.7k         | \$73.4k      | \$81.6k             | 37           |
|                  |         |                 |              |                     |              |



6

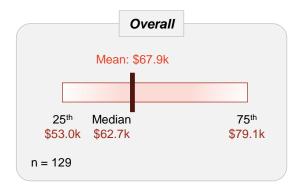
8

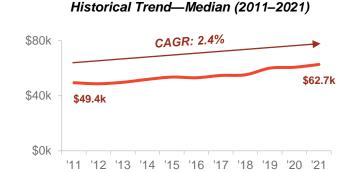
5

### **Chief Preparator / Preparator A**

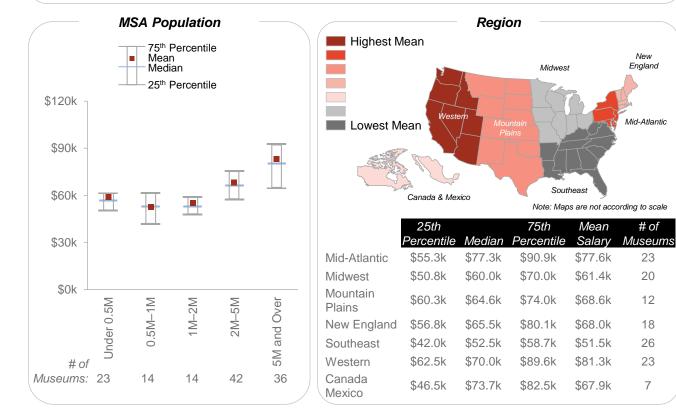


### Supervises installation of art objects.





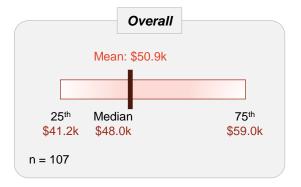
|                  | Mean    |                 |         |                 |              |
|------------------|---------|-----------------|---------|-----------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median  | 75th Percentile | # of Museums |
| Less than \$2.5M | \$48.2k | \$40.5k         | \$45.6k | \$54.4k         | 5            |
| \$2.5M-\$5M      | \$58.3k | \$50.3k         | \$56.1k | \$62.4k         | 32           |
| \$5M-\$7.5M      | \$56.4k | \$49.0k         | \$53.0k | \$61.0k         | 20           |
| \$7.5M-\$10M     | \$57.0k | \$45.1k         | \$54.0k | \$66.3k         | 10           |
| \$10M-\$15M      | \$68.6k | \$56.0k         | \$66.5k | \$77.8k         | 17           |
| \$15M-\$20M      | \$72.4k | \$62.3k         | \$70.0k | \$75.0k         | 8            |
| \$20M+           | \$84.8k | \$66.5k         | \$83.2k | \$90.9k         | 37           |

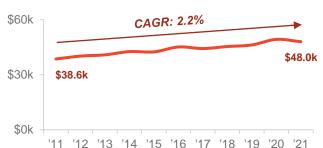


### **Associate Preparator / Preparator B**



#### Assists Chief Preparator in administration of the department and implementation of preparation programs.

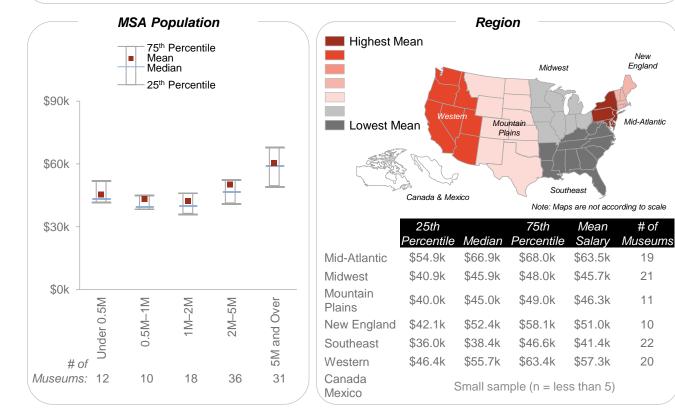




Historical Trend—Median (2011–2021)

#### **Operating Budget**

| Mean             |         |                 |              |                     |              |  |
|------------------|---------|-----------------|--------------|---------------------|--------------|--|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile     | # of Museums |  |
| Less than \$2.5M |         |                 | Small sample | e (n = less than 5) |              |  |
| \$2.5M-\$5M      | \$45.7k | \$40.3k         | \$42.9k      | \$49.6k             | 26           |  |
| \$5M-\$7.5M      | \$44.8k | \$41.0k         | \$42.6k      | \$46.1k             | 16           |  |
| \$7.5M-\$10M     | \$44.4k | \$38.2k         | \$39.5k      | \$51.9k             | 10           |  |
| \$10M-\$15M      | \$47.3k | \$40.1k         | \$42.0k      | \$56.9k             | 11           |  |
| \$15M-\$20M      | \$55.3k | \$54.1k         | \$55.7k      | \$60.1k             | 8            |  |
| \$20M+           | \$55.3k | \$46.6k         | \$52.1k      | \$59.9k             | 35           |  |



19

21

11

10

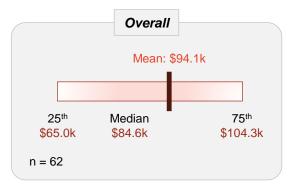
22

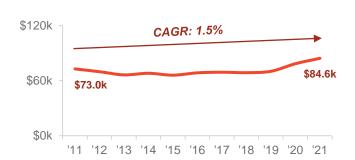
20

### **Editor / Director of Publications**



## Administers the operations of publications department, with responsibility for all facets of its programs including management, editorial and production functions.



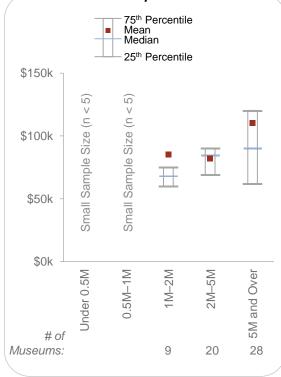


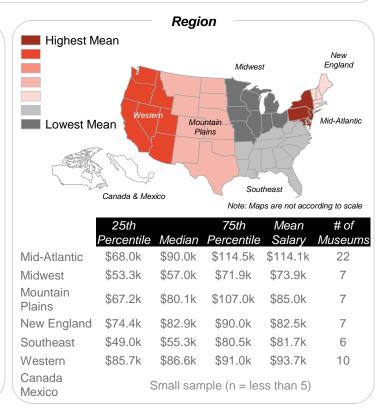
Historical Trend—Median (2011–2021)

#### **Operating Budget**

|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0              | < \$200k | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      |          |                 | Small sample | (n = less than 5) |              |
| \$5M-\$7.5M      | \$63.5k  | \$60.0k         | \$62.9k      | \$69.1k           | 7            |
| \$7.5M-\$10M     |          |                 | Small sample | (n = less than 5) |              |
| \$10M-\$15M      | \$86.3k  | \$73.4k         | \$85.3k      | \$95.5k           | 8            |
| \$15M-\$20M      |          |                 | Small sample | (n = less than 5) |              |
| \$20M+           | \$103.6k | \$78.1k         | \$86.6k      | \$114.5k          | 36           |
|                  |          |                 |              |                   |              |

MSA Population



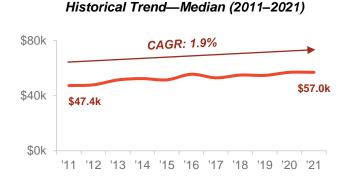


### **Graphic Designer**

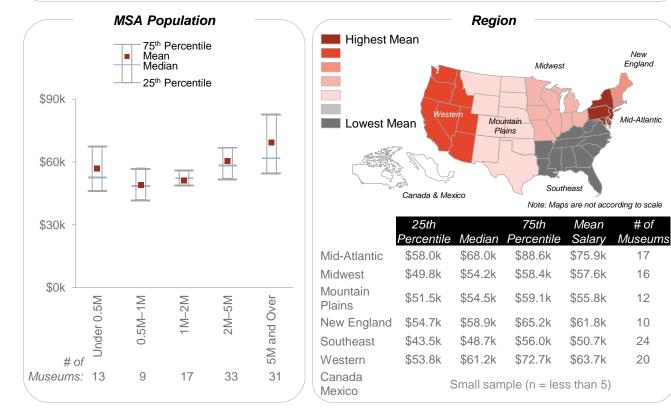


### Responsible for design of all museum publications and graphics.





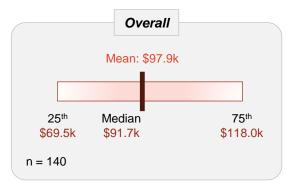
|                  | Mean    |                 |              |                   |              |
|------------------|---------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$100k  | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |         |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$49.7k | \$42.6k         | \$47.4k      | \$56.0k           | 18           |
| \$5M-\$7.5M      | \$50.8k | \$48.5k         | \$52.1k      | \$55.9k           | 14           |
| \$7.5M-\$10M     | \$55.8k | \$49.0k         | \$56.3k      | \$64.5k           | 10           |
| \$10M-\$15M      | \$60.7k | \$51.0k         | \$58.4k      | \$66.8k           | 16           |
| \$15M-\$20M      | \$56.6k | \$49.3k         | \$53.2k      | \$55.0k           | 8            |
| \$20M+           | \$66.9k | \$54.5k         | \$59.1k      | \$75.8k           | 36           |
| '                |         |                 |              |                   |              |

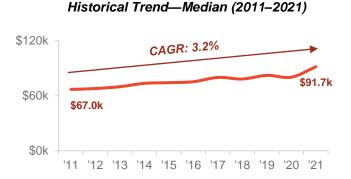


### Facilities Director / Building Manager / Operations Manager

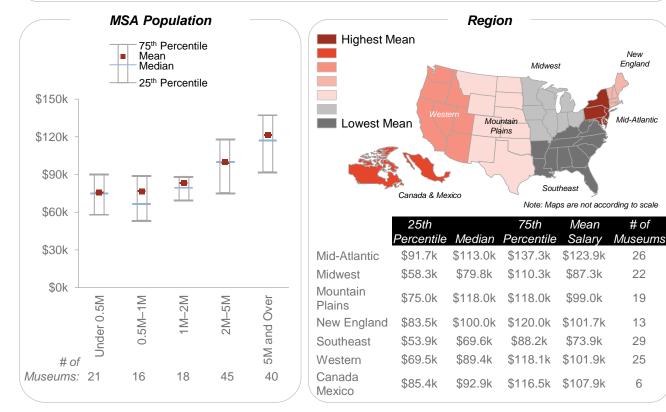


# Responsible for the operation of all facilities including maintenance and janitorial services.





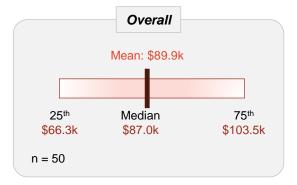
|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$58.4k  | \$47.6k         | \$59.1k      | \$71.8k           | 29           |
| \$5M-\$7.5M      | \$78.6k  | \$68.0k         | \$75.0k      | \$89.0k           | 23           |
| \$7.5M-\$10M     | \$87.7k  | \$80.3k         | \$86.2k      | \$99.1k           | 16           |
| \$10M-\$15M      | \$91.9k  | \$80.0k         | \$91.7k      | \$105.2k          | 19           |
| \$15M-\$20M      | \$114.2k | \$96.5k         | \$117.5k     | \$135.8k          | 10           |
| \$20M+           | \$134.1k | \$115.0k        | \$118.0k     | \$143.9k          | 39           |
|                  |          |                 |              |                   |              |

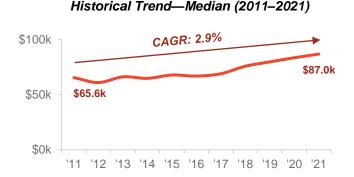




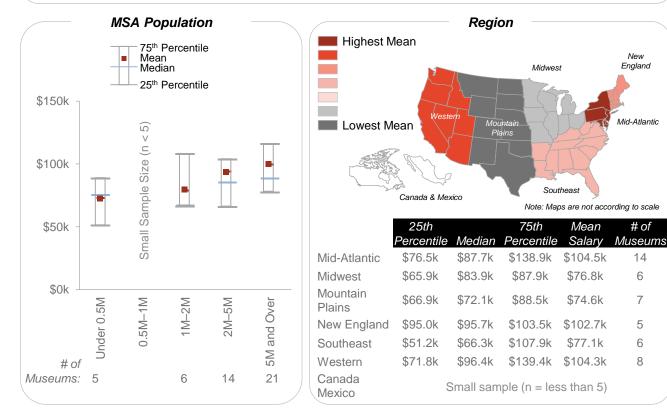
### **Engineering Manager**

## Supervises and coordinates activities of staff engaged in maintaining and repairing mechanical areas of museum.





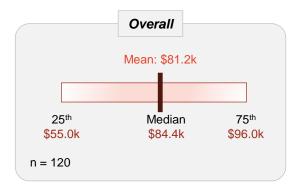
|                  | Mean          |                 |              |                   |              |
|------------------|---------------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$100k \$200k | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |               |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      |               |                 | Small sample | (n = less than 5) |              |
| \$5M-\$7.5M      | \$54.9k       | \$51.2k         | \$55.4k      | \$62.4k           | 5            |
| \$7.5M-\$10M     |               |                 | Small sample | (n = less than 5) |              |
| \$10M-\$15M      | \$68.0k       | \$59.3k         | \$65.0k      | \$75.0k           | 5            |
| \$15M-\$20M      | \$74.6k       | \$66.9k         | \$74.1k      | \$81.6k           | 5            |
| \$20M+           | \$105.6k      | \$87.9k         | \$95.7k      | \$115.8k          | 30           |
| \'               |               |                 |              |                   |              |

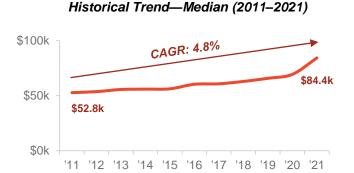


### **Chief of Security**



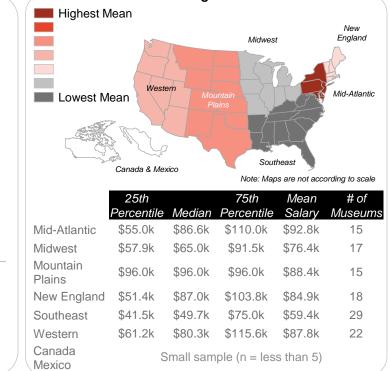
### Supervises all guard forces.





|                  | Mean     |                 |              |                   |              |
|------------------|----------|-----------------|--------------|-------------------|--------------|
| \$0k             | \$200k   | 25th Percentile | Median       | 75th Percentile   | # of Museums |
| Less than \$2.5M |          |                 | Small sample | (n = less than 5) |              |
| \$2.5M-\$5M      | \$51.9k  | \$40.9k         | \$47.7k      | \$56.9k           | 26           |
| \$5M-\$7.5M      | \$57.7k  | \$43.8k         | \$56.3k      | \$68.1k           | 20           |
| \$7.5M-\$10M     | \$68.7k  | \$50.0k         | \$63.7k      | \$78.0k           | 13           |
| \$10M-\$15M      | \$79.1k  | \$63.9k         | \$76.4k      | \$87.6k           | 14           |
| \$15M-\$20M      | \$92.6k  | \$66.5k         | \$91.9k      | \$115.0k          | 8            |
| \$20M+           | \$100.5k | \$96.0k         | \$96.0k      | \$104.4k          | 36           |
| · · ·            |          |                 |              |                   |              |

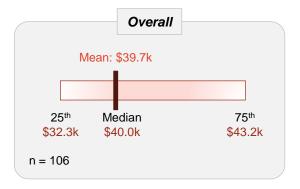
MSA Population Region **Highest Mean** 75th Percentile Mean Median Midwest 25<sup>th</sup> Percentile \$150k Western Lowest Mean \$120k \$90k Southeast Canada & Mexico \$60k 25th 75th Mean Percentile Median Percentile Salary \$30k Mid-Atlantic \$55.0k \$86.6k \$110.0k \$92.8k \$57.9k \$65.0k \$91.5k \$76.4k Midwest \$0k Mountain \$96.0k \$96.0k \$96.0k \$88.4k 1 M-2 M 2M-5M Under 0.5M 5M-1M and Over Plains New England \$51.4k \$87.0k \$103.8k \$84.9k 0 Southeast \$41.5k \$49.7k \$75.0k \$59.4k 5⊠ \$61.2k \$80.3k \$115.6k \$87.8k # of Western Museums: 18 16 16 37 33 Canada Small sample (n = less than 5)

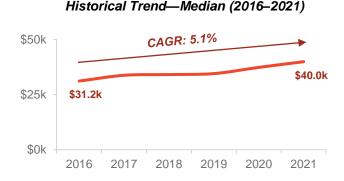


### **Museum Security Officer / Museum Security Guard**

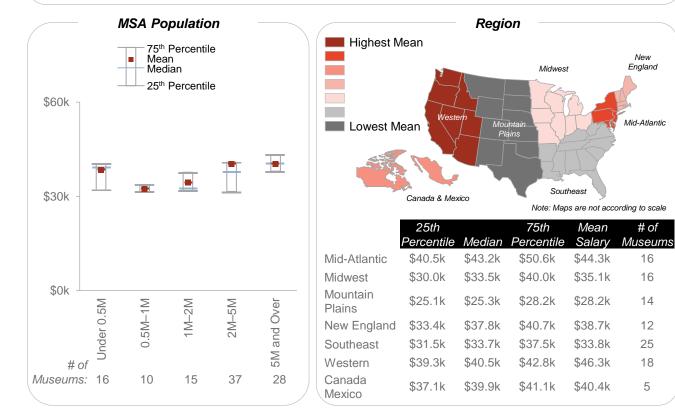


# Provides a security presence in the galleries while monitoring the safety and security of the collection, visitors, and the staff.





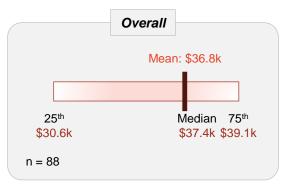
| \$0k             | \$50k   | 25th Percentile | Median       | 75th Percentile     | # of Museums |
|------------------|---------|-----------------|--------------|---------------------|--------------|
| Less than \$2.5M |         |                 | Small sample | e (n = less than 5) |              |
| \$2.5M-\$5M      | \$31.3k | \$26.9k         | \$32.0k      | \$33.3k             | 21           |
| \$5M-\$7.5M      | \$33.8k | \$31.2k         | \$32.3k      | \$37.4k             | 16           |
| \$7.5M-\$10M     | \$31.0k | \$29.4k         | \$31.4k      | \$31.8k             | 10           |
| \$10M-\$15M      | \$36.0k | \$32.1k         | \$35.3k      | \$40.0k             | 13           |
| \$15M-\$20M      | \$35.2k | \$33.4k         | \$33.5k      | \$38.1k             | 7            |
| \$20M+           | \$41.7k | \$36.4k         | \$40.5k      | \$43.2k             | 35           |



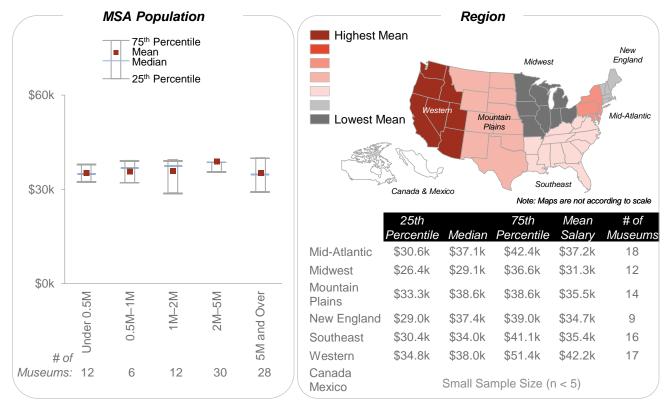


### **Visitor Services Associate**

## Responsible for a successful guest experience in the museum. Activities include selling tickets, overseeing access control, engaging with guests, handling questions, etc.



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|---|---------|-----------------|-----------|-------------------|--------------|
| \$0k                                    | \$40k   | 25th Percentile | Median    | 75th Percentile   | # of Museums |
| Less than \$2.5M                        |         |                 | Small San | nple Size (n < 5) |              |
| \$2.5M-\$5M                             | \$35.9k | \$36.0k         | \$37.7k   | \$39.5k           | 14           |
| \$5M-\$7.5M                             | \$31.6k | \$28.1k         | \$30.4k   | \$34.3k           | 14           |
| \$7.5M–\$10M                            | \$34.0k | \$26.4k         | \$27.6k   | \$39.0k           | 8            |
| \$10M-\$15M                             | \$36.1k | \$31.9k         | \$35.0k   | \$38.0k           | 11           |
| \$15M-\$20M                             | \$35.6k | \$29.0k         | \$36.1k   | \$37.1k           | 8            |
| \$20M+                                  | \$37.8k | \$32.4k         | \$38.6k   | \$39.3k           | 32           |





| Designation  | 75th<br>Percentile | Median   | 25th<br>Percentile | Mean     | # of<br>Museums |
|--|--------------------|----------|--------------------|----------|-----------------|
| Director   | \$292.4k           | \$226.0k | \$187.6k           | \$244.8k | 38              |
| Deputy Director  | \$134.8k           | \$117.9k | \$98.9k            | \$132.3k | 22              |
| Chief Operating Officer /<br>Administrator                       | \$126.7k           | \$96.3k  | \$79.5k            | \$111.2k | 16              |
| Assistant to Director  | \$55.7k            | \$53.0k  | \$45.6k            | \$54.4k  | 37              |
| Director of Finance / Finance A                                  | \$108.2k           | \$83.2k  | \$75.0k            | \$93.0k  | 16              |
| Finance B  | \$81.7k            | \$57.0k  | \$47.2k            | \$64.3k  | 22              |
| Director of Development /<br>Development A                       | \$142.7k           | \$110.3k | \$91.5k            | \$118.7k | 28              |
| Grant Manager / Institutional<br>Giving Manager / Development B  | \$75.7k            | \$61.9k  | \$50.0k            | \$64.6k  | 20              |
| Development Associate /<br>Development C                         | \$73.8k            | \$58.1k  | \$44.4k            | \$61.0k  | 20              |
| Director, Planned Giving /<br>Institutional Giving               | \$80.0k            | \$61.3k  | \$52.5k            | \$70.9k  | 5               |
| Human Resources Director   | \$120.0k           | \$73.7k  | \$60.0k            | \$82.0k  | 5               |
| Director of Information Systems /<br>Chief Information Officer   | \$116.8k           | \$85.1k  | \$68.7k            | \$99.8k  | 7               |
| Systems Manager / Technology<br>Director / Director of New Media | \$90.8k            | \$87.7k  | \$61.0k            | \$79.5k  | 12              |
| Web Manager  | \$69.5k            | \$63.6k  | \$52.0k            | \$64.6k  | 13              |
| New Media Manager  | \$53.5k            | \$46.4k  | \$39.1k            | \$49.3k  | 14              |



| Designation   | 75th<br>Percentile | Median  | 25th<br>Percentile | Mean     | # of<br>Museums |
|---|--------------------|---------|--------------------|----------|-----------------|
| Membership Assistant  | \$47.6k            | \$40.9k | \$38.0k            | \$43.8k  | 21              |
| Special Events Manager  | \$55.2k            | \$48.0k | \$43.6k            | \$50.2k  | 22              |
| Director of External Affairs  | \$115.0k           | \$85.0k | \$65.0k            | \$99.4k  | 13              |
| Marketing Director  | \$85.1k            | \$65.8k | \$59.7k            | \$74.3k  | 24              |
| Public Relations Officer  | \$74.3k            | \$60.0k | \$51.1k            | \$62.1k  | 12              |
| Museum Store Manager  | \$66.1k            | \$53.1k | \$45.8k            | \$56.1k  | 22              |
| Volunteer Coordinator   | \$52.5k            | \$43.3k | \$35.4k            | \$43.1k  | 7               |
| Chief Curator / Director of<br>Curatorial Affairs / Curator A       | \$133.6k           | \$95.4k | \$84.0k            | \$115.4k | 21              |
| Senior Curator / Curator of Special<br>Collections Area / Curator B | \$121.1k           | \$92.8k | \$65.0k            | \$92.6k  | 31              |
| Curator of Exhibitions / Curator C                                  | \$76.5k            | \$69.2k | \$65.1k            | \$70.5k  | 24              |
| Associate Curator / Curator D                                       | \$90.0k            | \$72.6k | \$57.0k            | \$74.4k  | 19              |
| Assistant Curator / Curator E                                       | \$66.4k            | \$55.0k | \$50.0k            | \$55.1k  | 13              |
| Curatorial Assistant  | \$74.0k            | \$49.0k | \$37.6k            | \$52.7k  | 20              |
| Photographer  | \$81.0k            | \$70.2k | \$52.0k            | \$66.0k  | 6               |
| Director of Education / Curator of<br>Education / Education A       | \$85.3k            | \$68.1k | \$60.8k            | \$77.4k  | 36              |



| Designation   | 75th<br>Percentile  | Median                                    | 25th<br>Percentile                                  | Mean                                  | # of<br>Museums |
|---|---------------------|---|---|---------------------------------------|-----------------|
| Associate Educator / Educator B   | \$61.8k             | \$55.3k                                   | \$44.5k   | \$57.6k                               | 33              |
| Assistant Educator / Educator C   | \$69.2k             | \$45.1k                                   | \$41.5k   | \$50.7k                               | 16              |
| Education Assistant   | \$67.6k             | \$49.2k                                   | \$35.6k   | \$50.6k                               | 13              |
| Registrar A   | \$76.2k             | \$64.6k                                   | \$53.0k   | \$67.5k                               | 42              |
| Associate Registrar / Registrar B   | \$69.1k             | \$51.5k                                   | \$42.4k   | \$56.1k                               | 25              |
| Assistant Registrar / Registrar C   | \$54.1k             | \$43.5k                                   | \$39.2k   | \$47.0k                               | 14              |
| Head Librarian / Librarian A  | \$79.3k             | \$58.1k                                   | \$54.5k   | \$62.1k                               | 6               |
|   |                     |   |   |                                       |                 |
| Associate Librarian / Librarian B   |                     | Small                                     | Sample Size (n < 5                                  | i)                                    |                 |
| Associate Librarian / Librarian B<br>Assistant Librarian / Librarian C  |                     |   | Sample Size (n < 5<br>Sample Size (n < 5            |                                       |                 |
|   | \$129.1k            |   |   |                                       | 9               |
| Assistant Librarian / Librarian C   | \$129.1k<br>\$96.2k | Small                                     | Sample Size (n < 5                                  | ;)                                    | 9<br>7          |
| Assistant Librarian / Librarian C<br>Chief Conservator / Conservator A<br>Senior Conservator /  |                     | Small s<br>\$111.4k                       | Sample Size (n < 5<br>\$91.4k                       | \$)<br>\$115.1k                       |                 |
| Assistant Librarian / Librarian C<br>Chief Conservator / Conservator A<br>Senior Conservator /<br>Conservator B<br>Associate Conservator /                  | \$96.2k             | Small 3<br>\$111.4k<br>\$89.1k            | Sample Size (n < 5<br>\$91.4k<br>\$61.8k            | \$)<br>\$115.1k<br>\$80.5k            | 7               |
| Assistant Librarian / Librarian C<br>Chief Conservator / Conservator A<br>Senior Conservator /<br>Conservator B<br>Associate Conservator /<br>Conservator C | \$96.2k<br>\$81.2k  | Small 4<br>\$111.4k<br>\$89.1k<br>\$59.4k | Sample Size (n < 5<br>\$91.4k<br>\$61.8k<br>\$56.4k | \$)<br>\$115.1k<br>\$80.5k<br>\$64.9k | 7<br>8          |



| Designation   | 75th<br>Percentile | Median  | 25th<br>Percentile  | Mean    | # of<br>Museums |
|---|--------------------|---------|---------------------|---------|-----------------|
| Editor / Director of Publications                                 | \$93.7k            | \$69.0k | \$60.6k             | \$74.6k | 12              |
| Graphic Designer  | \$54.7k            | \$49.8k | \$46.1k             | \$52.3k | 16              |
| Facilities Director / Building<br>Manager / Operations Manager    | \$91.3k            | \$61.0k | \$48.2k             | \$70.0k | 20              |
| Engineering Manager   |                    | Small   | Sample Size (n < 5) |         |                 |
| Chief of Security   | \$72.3k            | \$55.0k | \$43.5k             | \$59.9k | 28              |
| Museum Security Officer /<br>Museum Security Guard                | \$40.0k            | \$35.0k | \$31.2k             | \$37.3k | 21              |
| Museum Security Officer /<br>Museum Security Guard<br>(Part Time) | \$16.8             | \$13.0  | \$11.2              | \$14.2  | 17              |
| Visitor Service Associate   | \$48.6k            | \$38.6k | \$37.0k             | \$41.7k | 12              |
| Visitor Service Associate<br>(Part Time)                          | \$15.8             | \$13.4  | \$11.2              | \$13.7  | 21              |

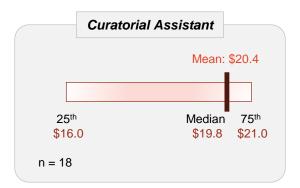
## **Part-Time Profiles**

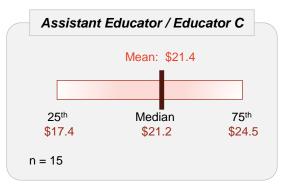


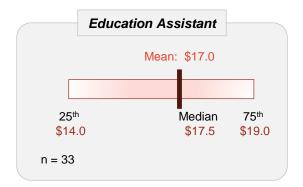
### All figures given are hourly rates.

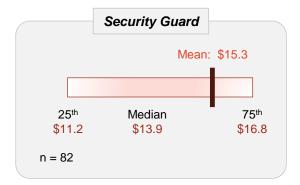




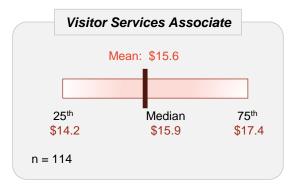








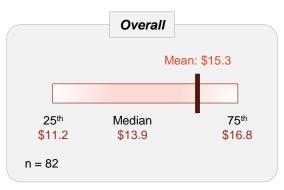




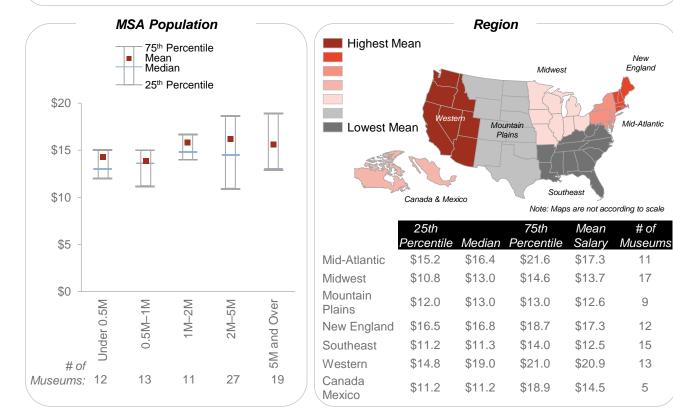
### Museum Security Officer / Museum Security Guard (Part-Time)

#### Association of Art Museum Directors

## Provides a security presence in the galleries while monitoring the safety and security of the collection, visitors, and the staff.



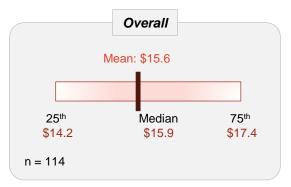
|                  | Mean      |                 |           |                   |              |
|------------------|-----------|-----------------|-----------|-------------------|--------------|
| \$0              | \$10 \$20 | 25th Percentile | Median    | 75th Percentile   | # of Museums |
| Less than \$2.5M |           |                 | Small Sam | nple Size (n < 5) |              |
| \$2.5M-\$5M      | \$14.71   | \$12.75         | \$13.04   | \$15.75           | 22           |
| \$5M-\$7.5M      | \$14.62   | \$13.90         | \$14.56   | \$15.21           | 14           |
| \$7.5M-\$10M     | \$14.87   | \$14.00         | \$14.46   | \$14.80           | 8            |
| \$10M-\$15M      | \$12.74   | \$10.80         | \$10.80   | \$14.75           | 7            |
| \$15M-\$20M      | \$12.28   | \$11.17         | \$11.17   | \$13.00           | 6            |
| \$20M+           | \$17.60   | \$11.18         | \$16.35   | \$19.96           | 23           |



## Visitor Services Associate (Part-Time)



## Responsible for a successful guest experience in the museum. Activities include selling tickets, overseeing access control, engaging with guests, handling questions, etc.



|                  | Mean      |                 |        |                 |              |
|------------------|-----------|-----------------|--------|-----------------|--------------|
| \$0              | \$10 \$20 | 25th Percentile | Median | 75th Percentile | # of Museums |
| Less than \$2.5M | \$11.26   | \$10.0          | \$10.0 | \$11.0          | 7            |
| \$2.5M-\$5M      | \$13.04   | \$11.3          | \$12.8 | \$15.0          | 29           |
| \$5M-\$7.5M      | \$15.53   | \$13.8          | \$15.0 | \$18.0          | 18           |
| \$7.5M-\$10M     | \$14.53   | \$13.0          | \$15.0 | \$15.0          | 7            |
| \$10M-\$15M      | \$15.22   | \$14.6          | \$14.8 | \$16.0          | 14           |
| \$15M-\$20M      | \$13.10   | \$11.2          | \$14.3 | \$14.3          | 7            |
| \$20M+           | \$16.92   | \$15.9          | \$16.7 | \$18.0          | 32           |

