

Results of 2016 OU Executive Director's Survey

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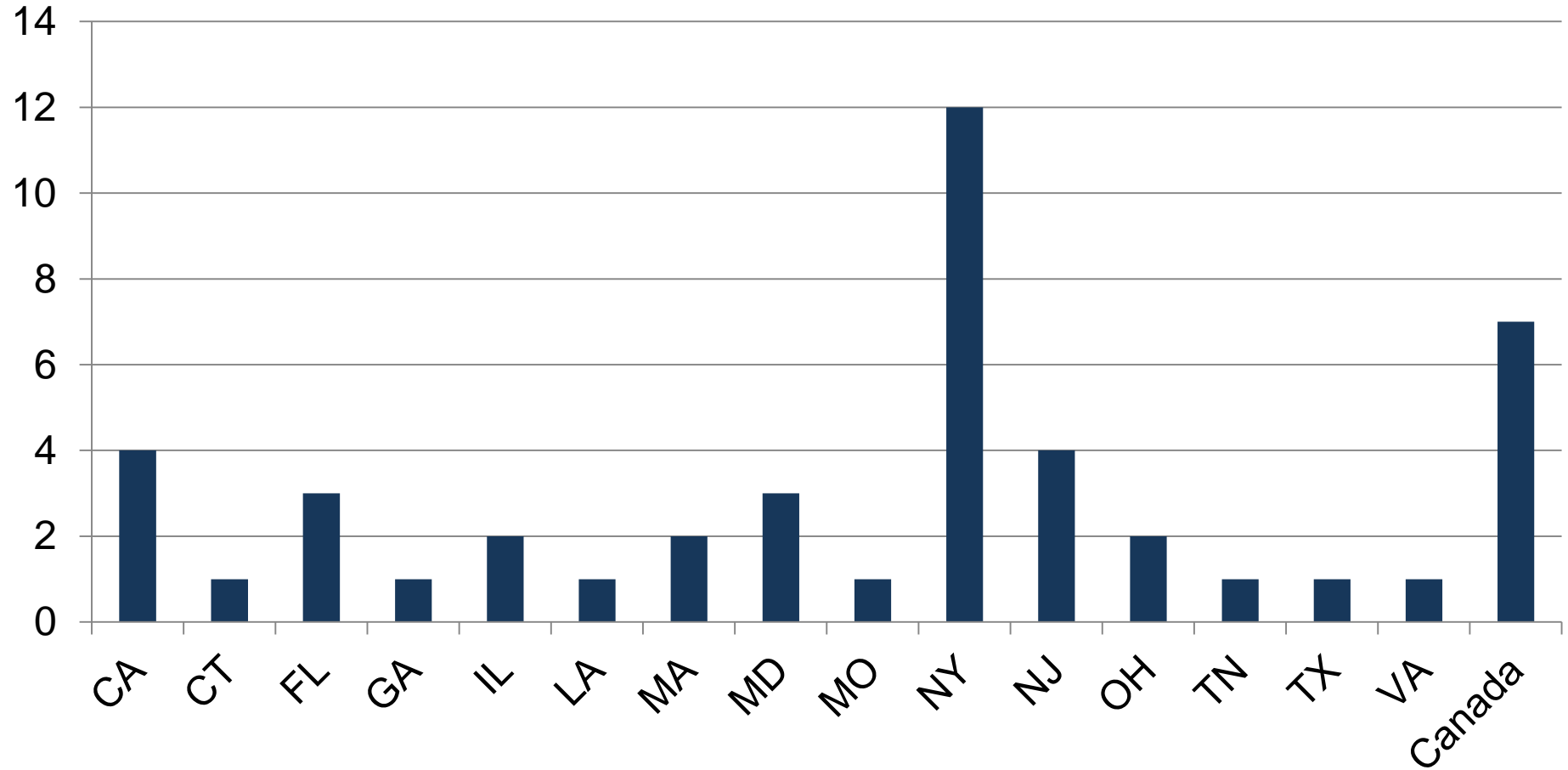
About the Survey

- Completed on behalf of OU Synagogue Services
- First study of its kind
- Includes compensation, benefits, job roles, job satisfaction
- Invitations sent to 136 EDs of Orthodox shuls
- Target group consisted of lead person in shul office, irrespective of title
- One-third of invitations unopened or bounced
- Of the 2/3 that opened invitation, 46 (just over 50%) responded

Profile of Respondents - Highlights

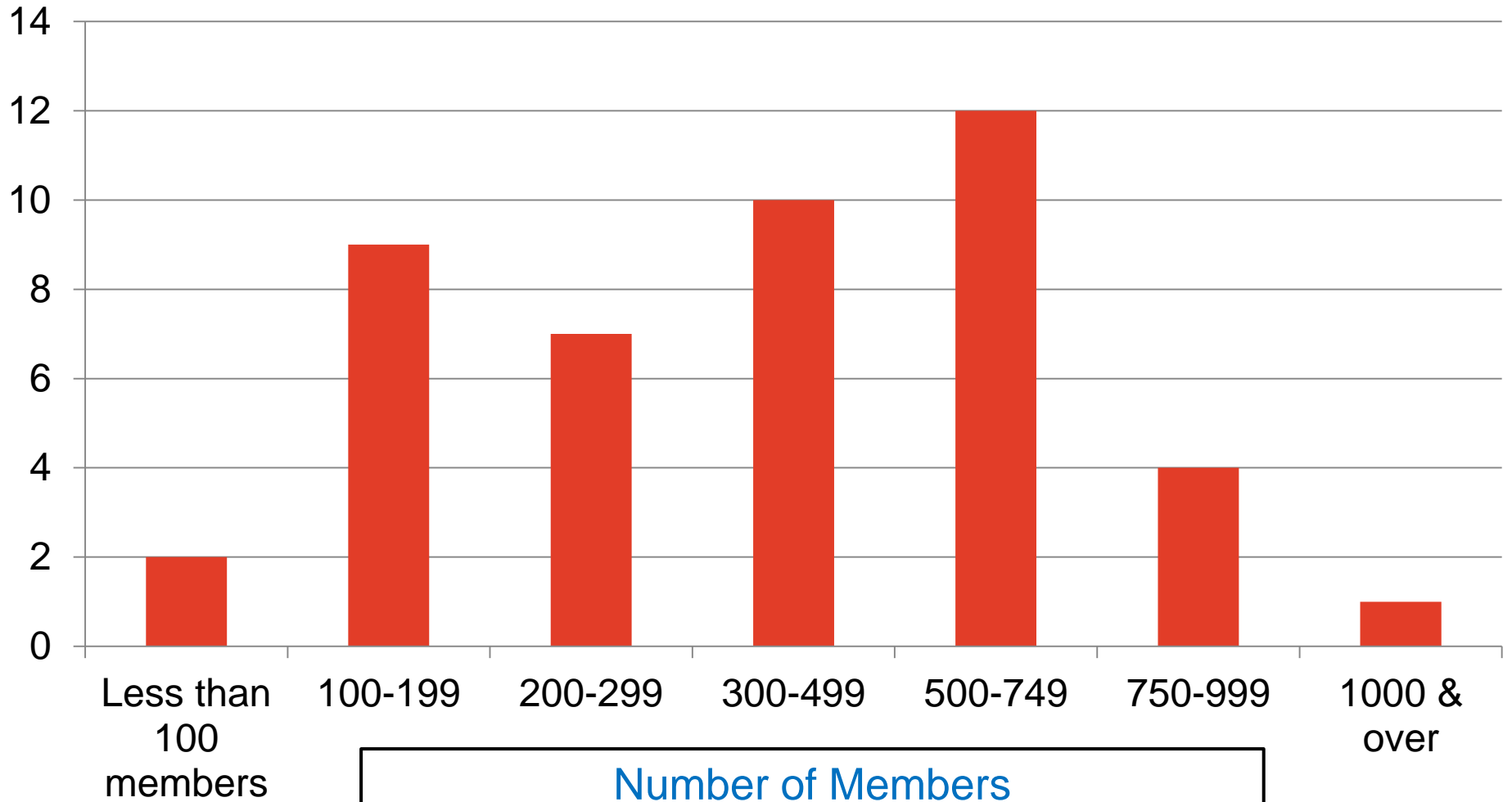
- Biggest group (16) from NY / NJ area, 7 from Canada
- Good response from all size shuls; almost half with 300-749 members
- 2/3 have title “Executive Director”
- Half worked in current position 5 or less years
- Half have college degree, 1/3 with Masters
- More than half of prior positions were as ED or different position at another shul or non-profit
- Average shul has a full time office employee per 173 members (part timers not included in survey)

Number of Responses by State / Country



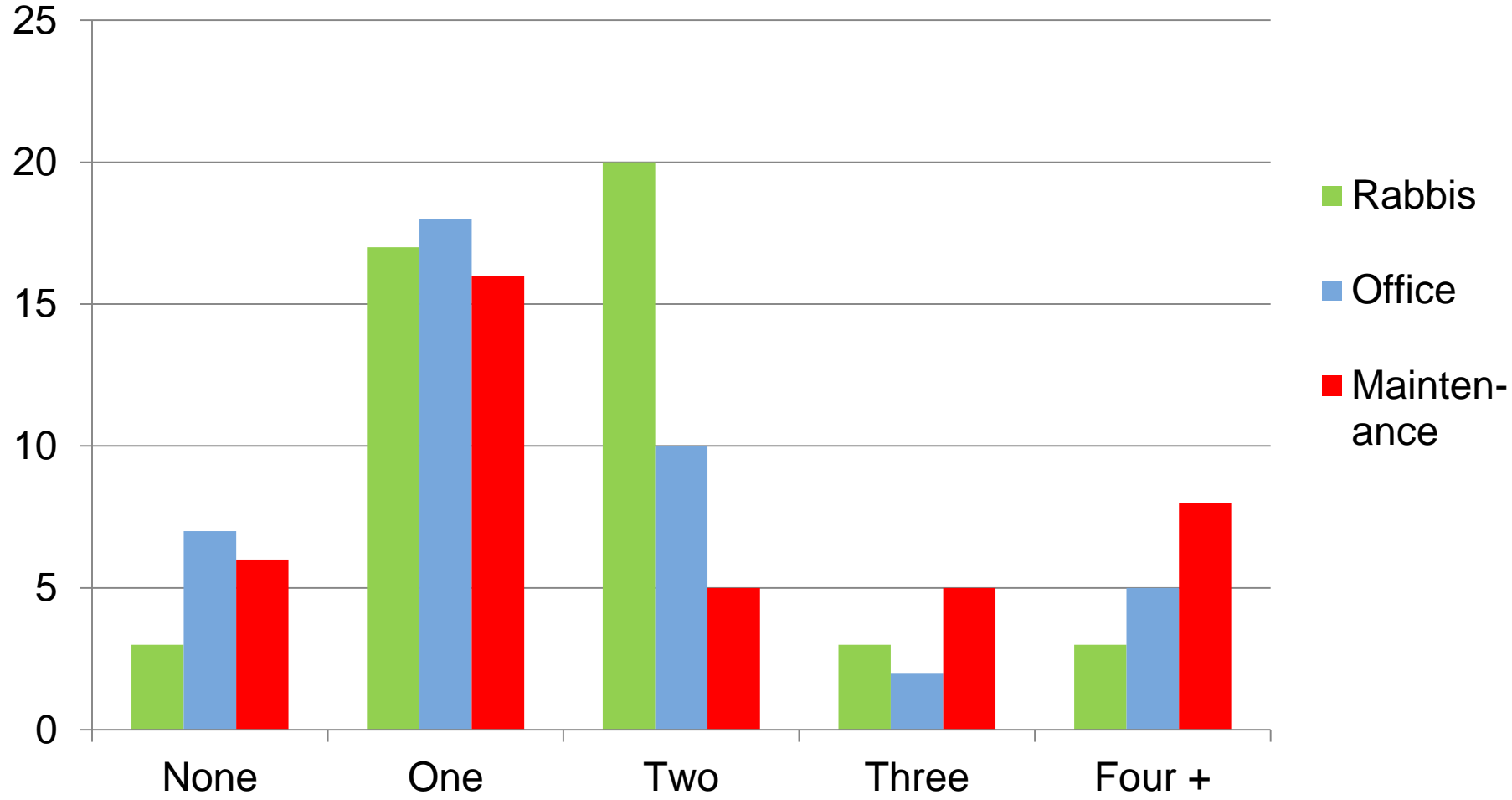
Size (i.e., # of Members) of Responding Shuls

Number of shuls



Number of Other Full Time Shul Employees

Number of shuls

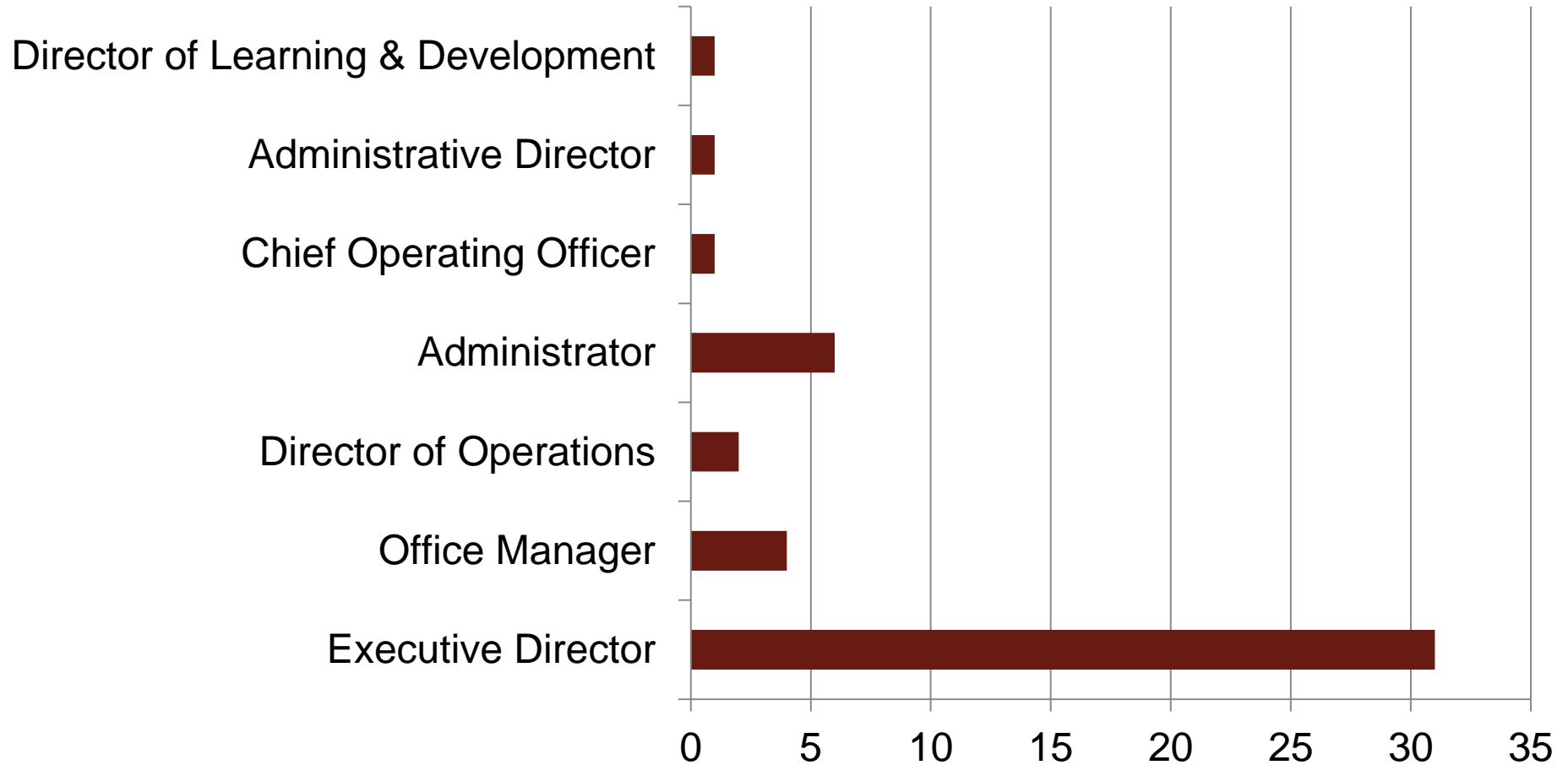


Number of Full Time Employees (besides ED)

Average Number of Shul Members per FT Shul Employee

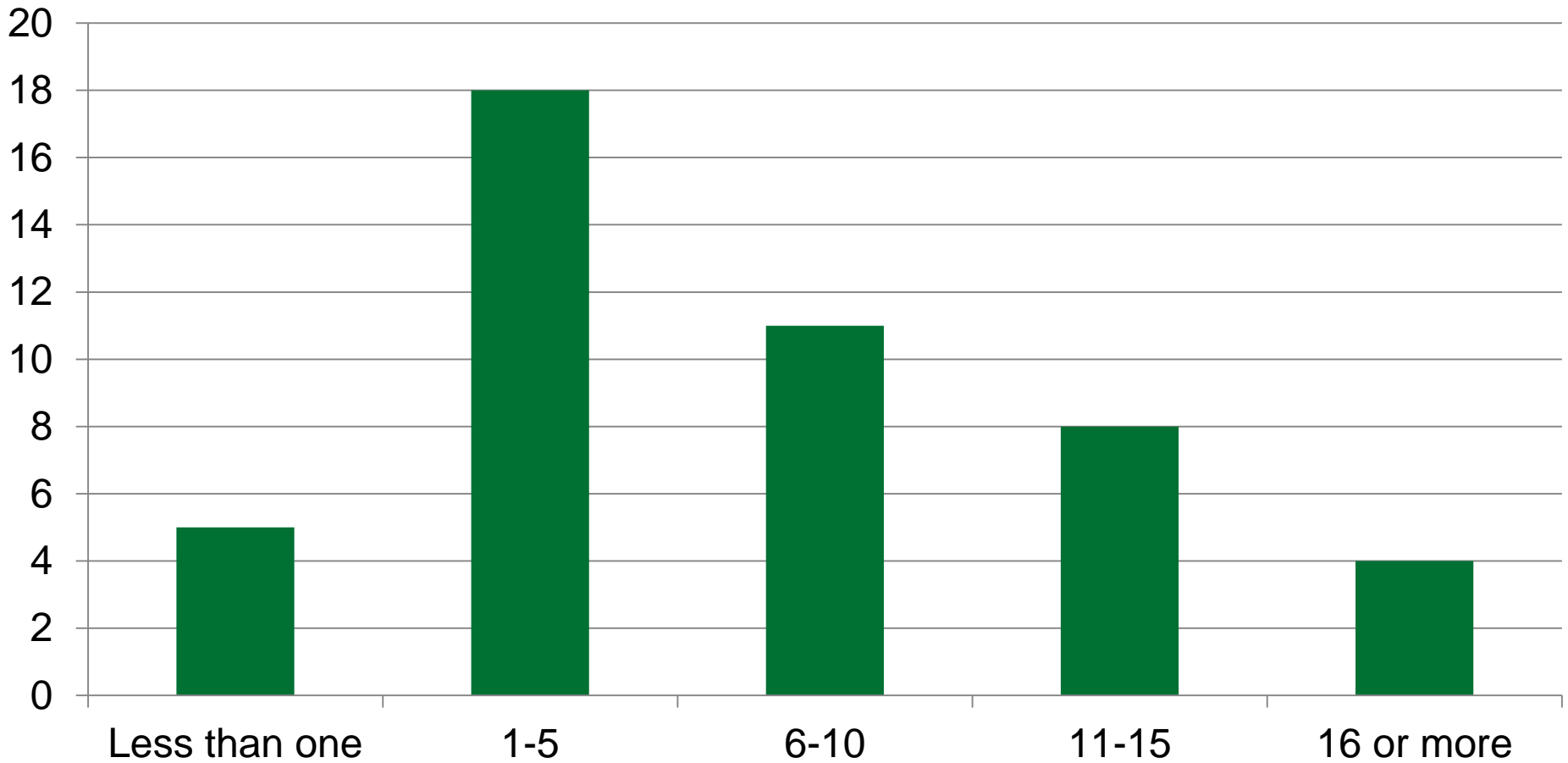
Size of Shul	Average Number of Shul Members per Full Time Employee (incl. ED)	
	Office Employees Only	Rabbis + Office + Maintenance Ees
Less than 100 Members	34.5	23.0
100-199 Members	97.7	38.6
200-299 Members	140.5	67.4
300-499 Members	192.4	87.5
500-749 Members	192.6	71.5
750 Members and Over	<u>210.5</u>	<u>96.1</u>
All Shuls	173.4	72.8

Titles of Respondents



Number of Years at Job

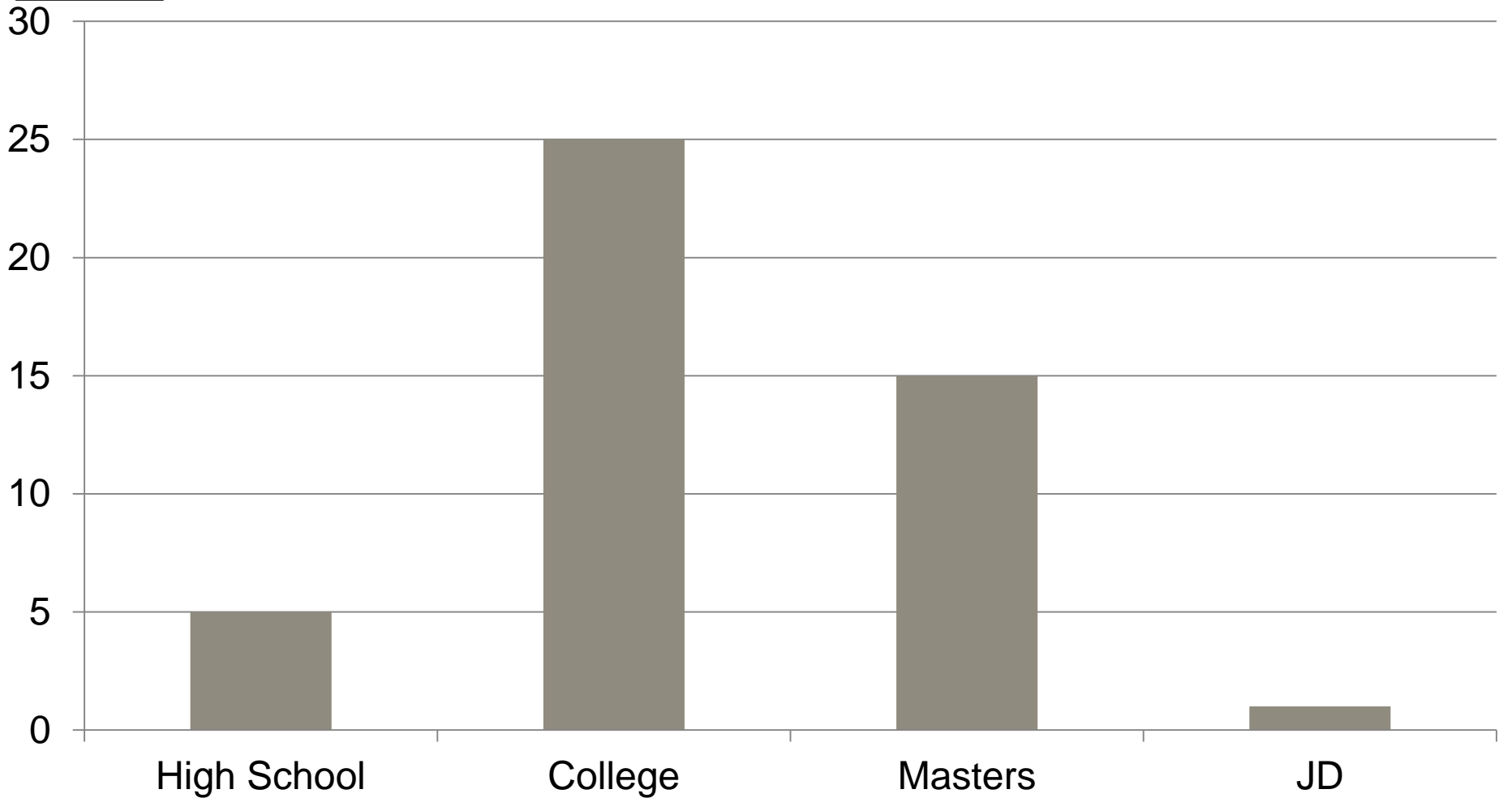
Number
of people



Number of Years at Job

Highest Educational Degree

Number
of people



Respondent BA / Masters Degrees

- MBA, Baruch College School of Public Affairs
- MBA in Finance, Fordham University; BA in Economics, Queens College of CUNY
- MBA, UCLA Anderson School of Management
- Business Management, Touro. Public Relations/Corporate Communications, Seneca@York
- Business Wayne State University
- Education & Chemistry, Brooklyn College
- Psy - Rhode Island College, MA
- MBA, MIT Sloan School of Management
- Computer Science, North Carolina State University
- Public Administration, CUNY
- MBA, Baruch College
- Human Resources, South African University, MA
- Asian and Middle Eastern Studies, University of Pennsylvania, MA
- Executive Administration - Algonquin College
- Bachelor of Education, University of Toledo
- Chemistry - Goucher College
- Teaching Degree from Mishrad Hachinuch
- City College - Teaching Degree
- BA Colgate University, JD Syracuse University
- Business Administration, Langston University
- History -The Evergreen State College, Olympia, WA
- Cartography/Math U of MD, College Park
- Dawson College- Radiography
- BA in Social Sciences, Associates in Jewish Studies
- MSW from Wurzweiler -- Yeshiva University
- Bookkeeping, Comptometer Operator, Shorthand etc., MA
- Natural Resource Management, Univ of CA at Berkeley
- BBA, Baruch College
- Hospitality Management - Johnson & Wales University
- Chemical Engineering - PSU
- MBA from New York Univ & MA from Hebrew Univ. in Jerusalem
- Economics/Human Resource Management - Touro College
- Social Work - University of Toronto
- Masters in Education Administration, Loyola U. Chicago
- Social Work - Specialty in Communal Work - Wurzweiler School of Social Work - YU, MA
- Jewish History, YU, MA
- Majored in Journalism, Minored in Psychology, San Diego State University, MA / Smicha
- Univ. of CA Irvine, Bachelor in Fine Arts (Actress)
- Marketing/Business YU/Sy Syms
- Sophie Newcomb of Tulane University BA
- BA In Psychology, Biology, & Neuroscience, from Yeshiva University
- Criminal Justice John Jay College

Previous Positions

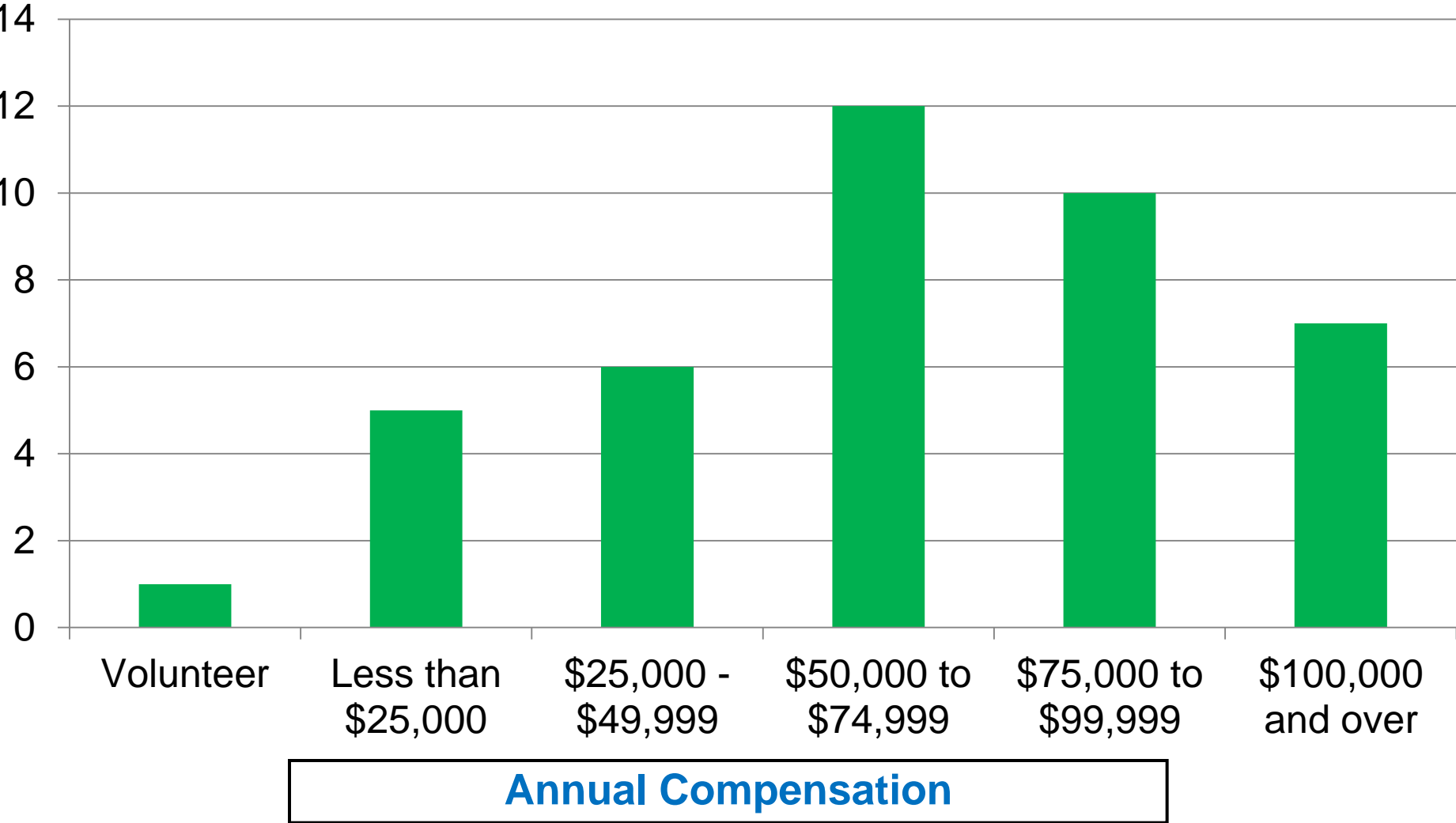
- Friends of the IDF - Program Manager
- Financial analyst
- Independent consultant to non profit organizations
- Marketing Manager, UJA Federation / Foundation / Board of Jewish Ed; Executive Director Bais Yaakov E.S., Executive Director B'nai Shalom
- Home Depot Customer Service Coordinator
- Teacher, NYC Department of Education
- Mental Health Worker
- Executive Director, Congregation Or Zaura
- Self...Mfr/contractor
- Software Engineering
- Yeshiva University
- King David High School - executive director
- Ziff Davis Publishing, IT work
- Synagogue Executive Director
- Yeshiva University, special projects at the CJF
- Assistant to the Principal of a Jewish Day School
- Bookkeeping for small business
- International Glatt, Wholesale meat company
- Attorney > Retail Management
- Executive Director, Shaare Zedek, St Louis, MO 8 years
- Office Manager TBZ
- Bookkeeper
- Communications Director, Ramaz; Communications Coordinator, CAJE; freelance writer
- Executive Director of another synagogue
- Edmonton Hadassah WIZO - Ran the office
- Executive Director - different synagogue
- Self Employed wholesale business
- Ritz-Carlton, Hotel Company - Assistant Front Office Manager/Manager on Duty
- Management Consultant
- Business Manager for a private Nursery - 12th grade school
- United Equities, Ltd. - Legal Secretary
- Synagogue Executive Director - The Village Shul & Aish HaTorah Learning Centre (12 years)
- Same shul, head of night seder
- Executive Director, Beth Torah Congregation
- Community Relations Coordinator, Israel Bonds
- NBC San Diego, Video Journalist
- Worked 2 other shuls before current job
- Small business owner 20+ years
- Executive Director: Shir Chadash Conservative Congregation
- Managing Group Homes & facilities for Individuals with disabilities.
- Sales
- Office Manager- Real Estate Office

Compensation and Benefits - Highlights

- Canadian ED pay adjusted by factor of .76 (8/31/16 conversion rate)
- Average pay = \$69,048, median = \$69,500 for 40 EDs who reported pay (median = \$75,000 for those with ED title)
- Over 50% (22 EDs) reported pay between \$50,000 and \$100,000
- 28% are eligible for a bonus (\$500 - \$18k, most under \$5k)
- Only 7 of 44 respondents receive a pension benefit (3-4% mostly)
- Vacation generally 2, 3 or 4 weeks
- Over 50% of shuls do NOT provide health insurance, 1/3 pay all or most of cost for ED (about 1/4 for ED family)

Distribution by Annual Rate of Compensation

Number of people



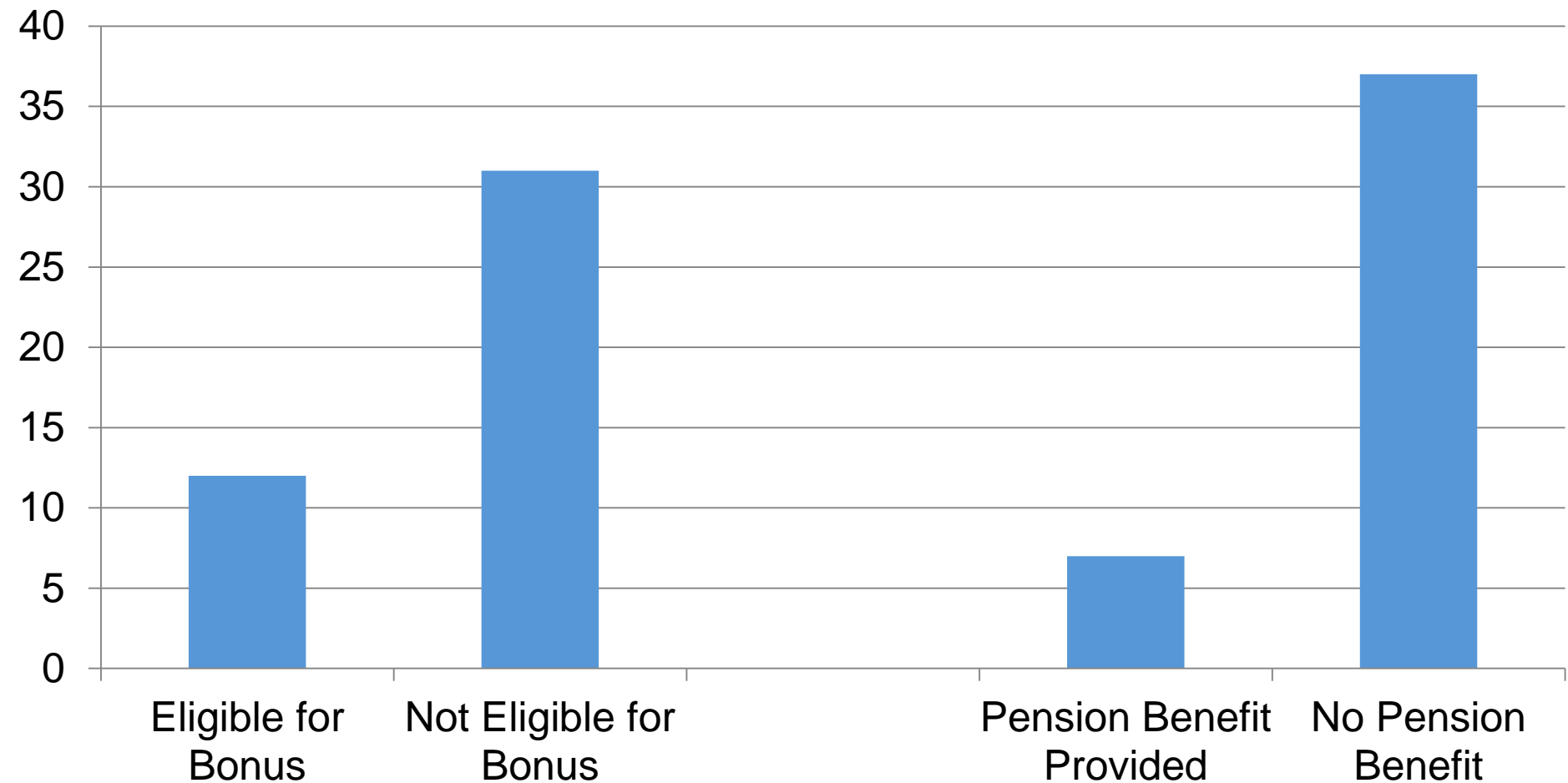
Correlation Coefficients

- ED pay vs. number of shul members = .695
- ED pay vs. number of shul employees = .733
- Number of shul employees vs. number of shul members = .529

Remember your statistics course? A correlation coefficient of 1.0 indicates a perfect relationship between the two items, 0.0 indicates none at all

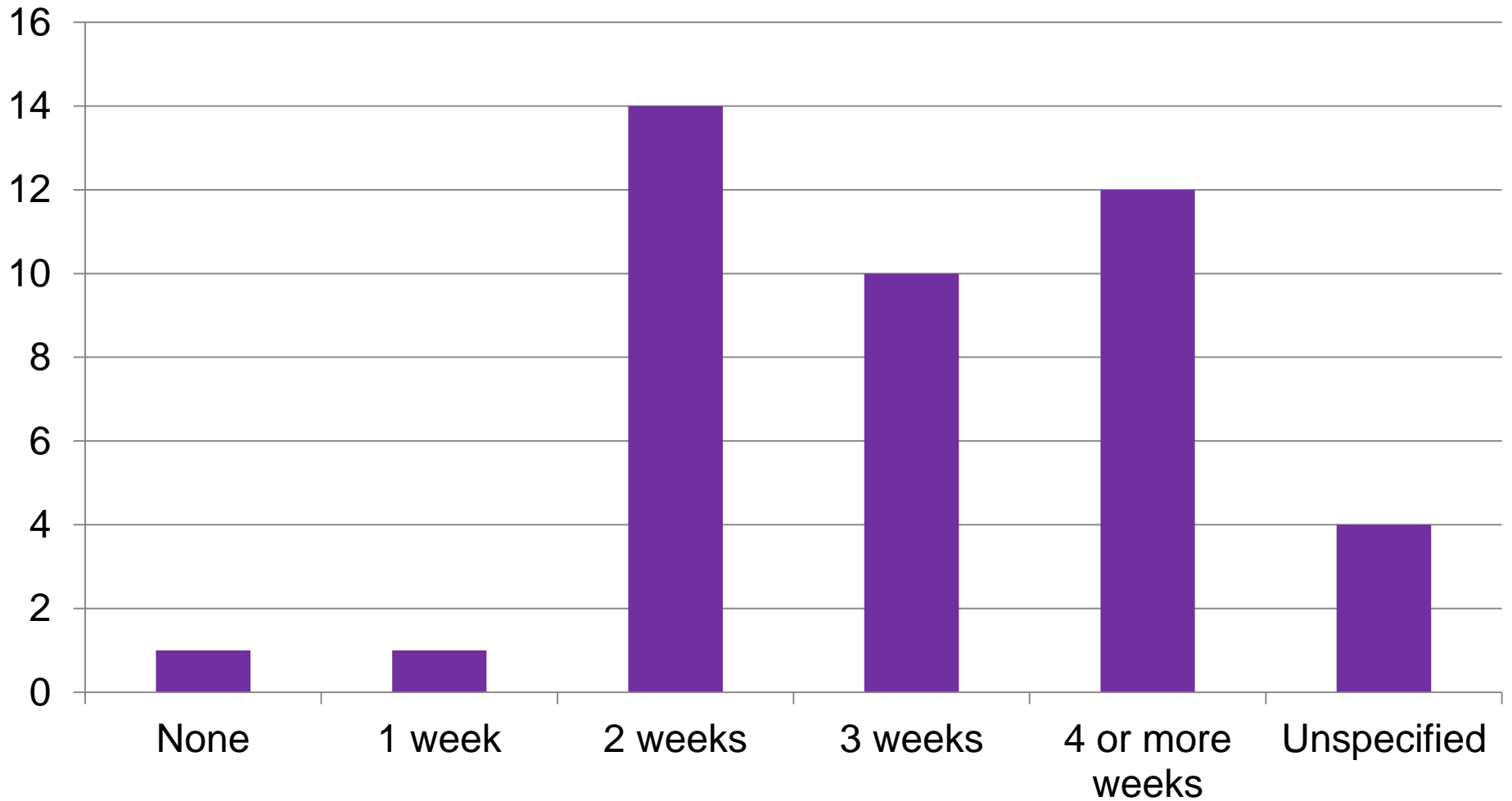
Bonus Eligibility and Pension Benefits

Number
of people



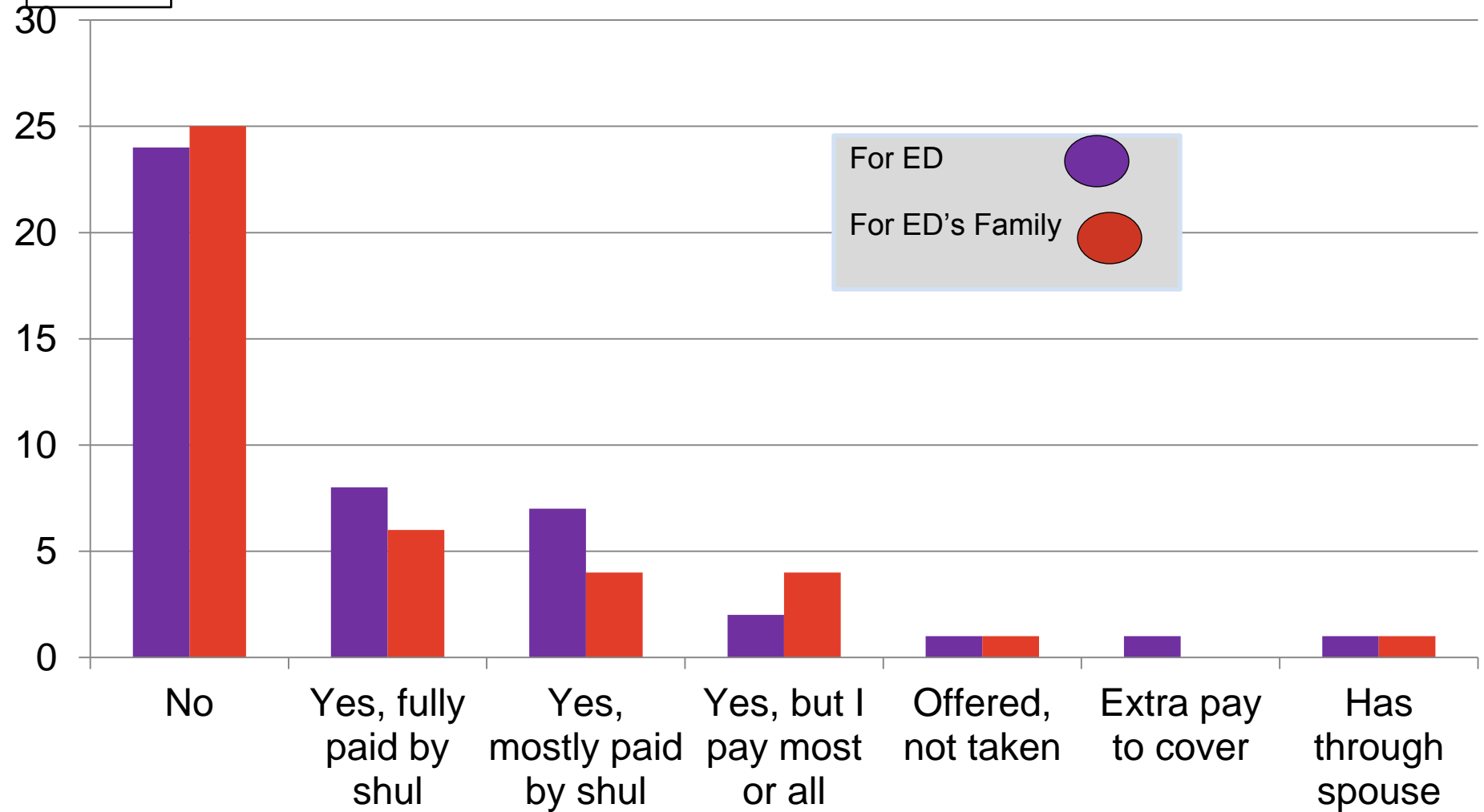
Distribution by Vacation Eligibility

Number
of people



Health Insurance Benefits

Number of people



Hours, Reviews, Job Satisfaction - Highlights

- Most common work week is 40 hours (about ½ of respondents)
- Vast majority claim to work more hours than expected – average expected is 37.9 hours, actual is 45.7 (23% higher)
- EDs are happy with their job – 56% very satisfied, 32% somewhat satisfied, less than 10% dissatisfied
- Most shuls do poor job of providing performance review (less than 1/3 get an annual review)
- High degree of EDs attending leadership meetings

Actual versus Expected Hours Worked per Week

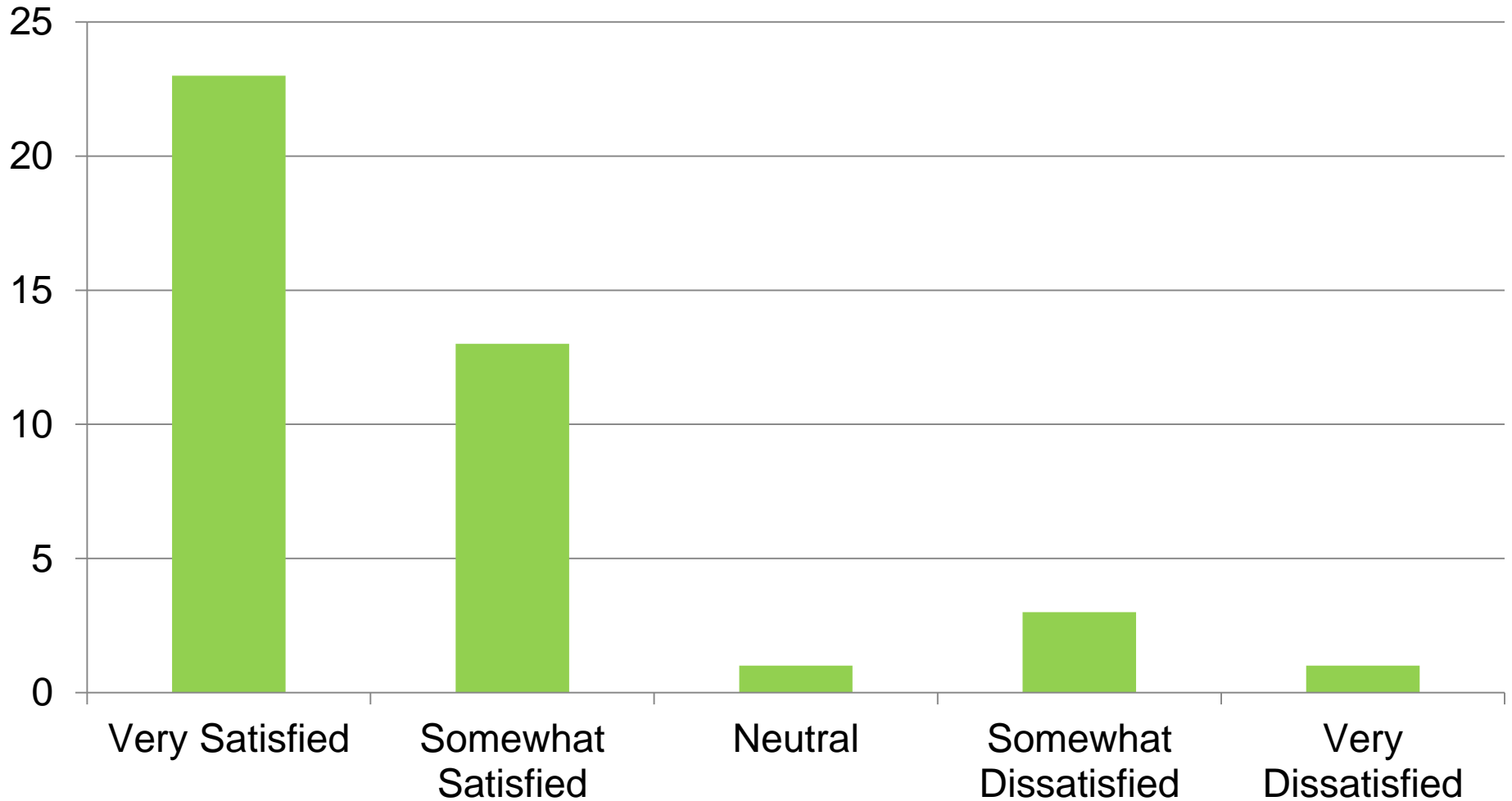
Distribution of Respondents by Expected versus Actual Hours Worked

Actual Hours Worked per Week	Hours Expected to Work per Week							Total
	<u>50</u>	<u>45</u>	<u>40</u>	<u>35-39</u>	<u>25-32</u>	<u>16-20</u>	<u>Unspecified</u>	
65	1							1
55-70							3	3
55-60			7					7
50-60				2				2
50	2	1						3
45-50			10					10
40-45				2				2
38-45					5			5
40			4					4
25-35					3			3
20						2	1	3
No Idea					1			1
Total	3	1	21	4	9	2	4	44

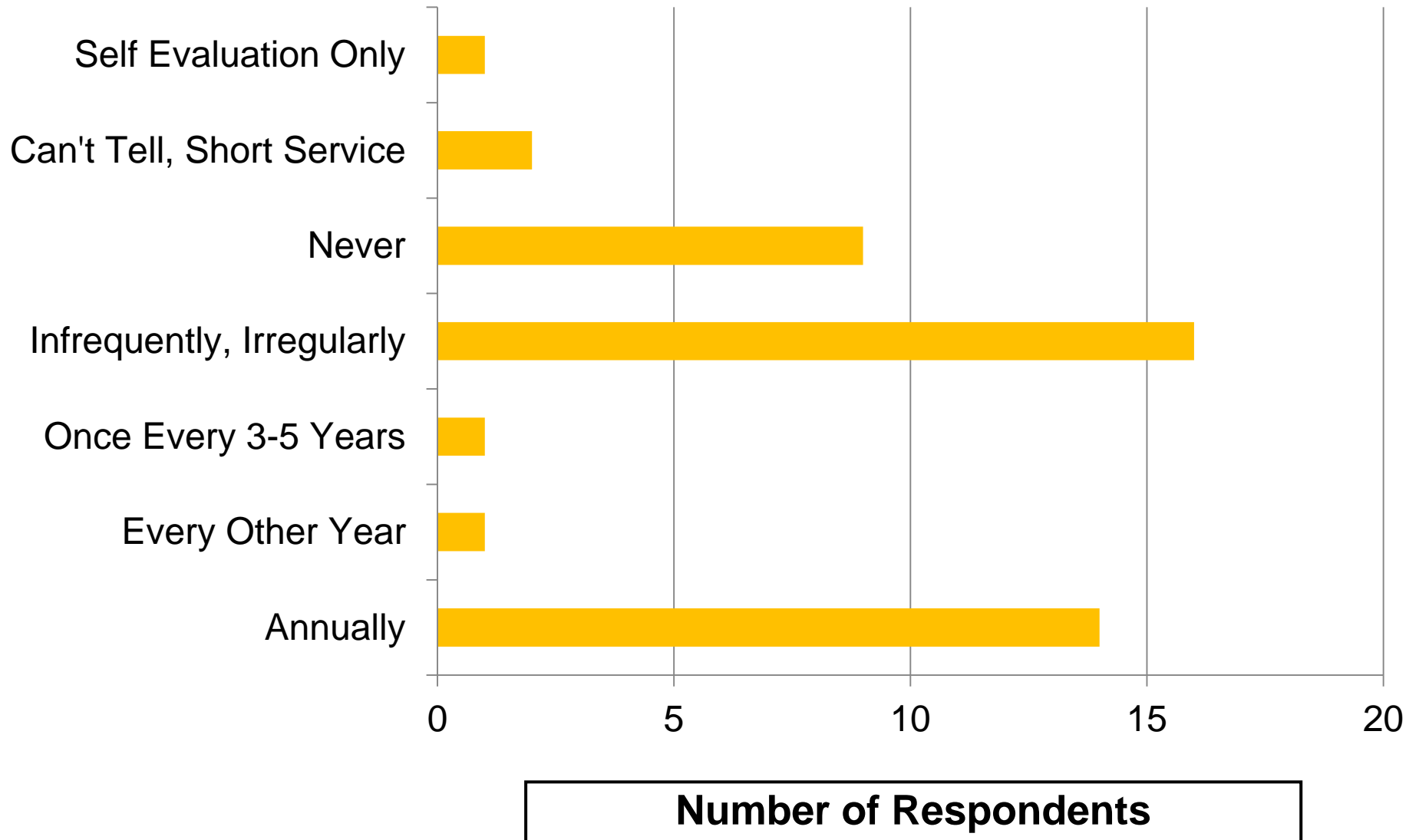
The vast majority of EDs claim to work considerably more hours than expected!

Distribution by Overall Job Satisfaction

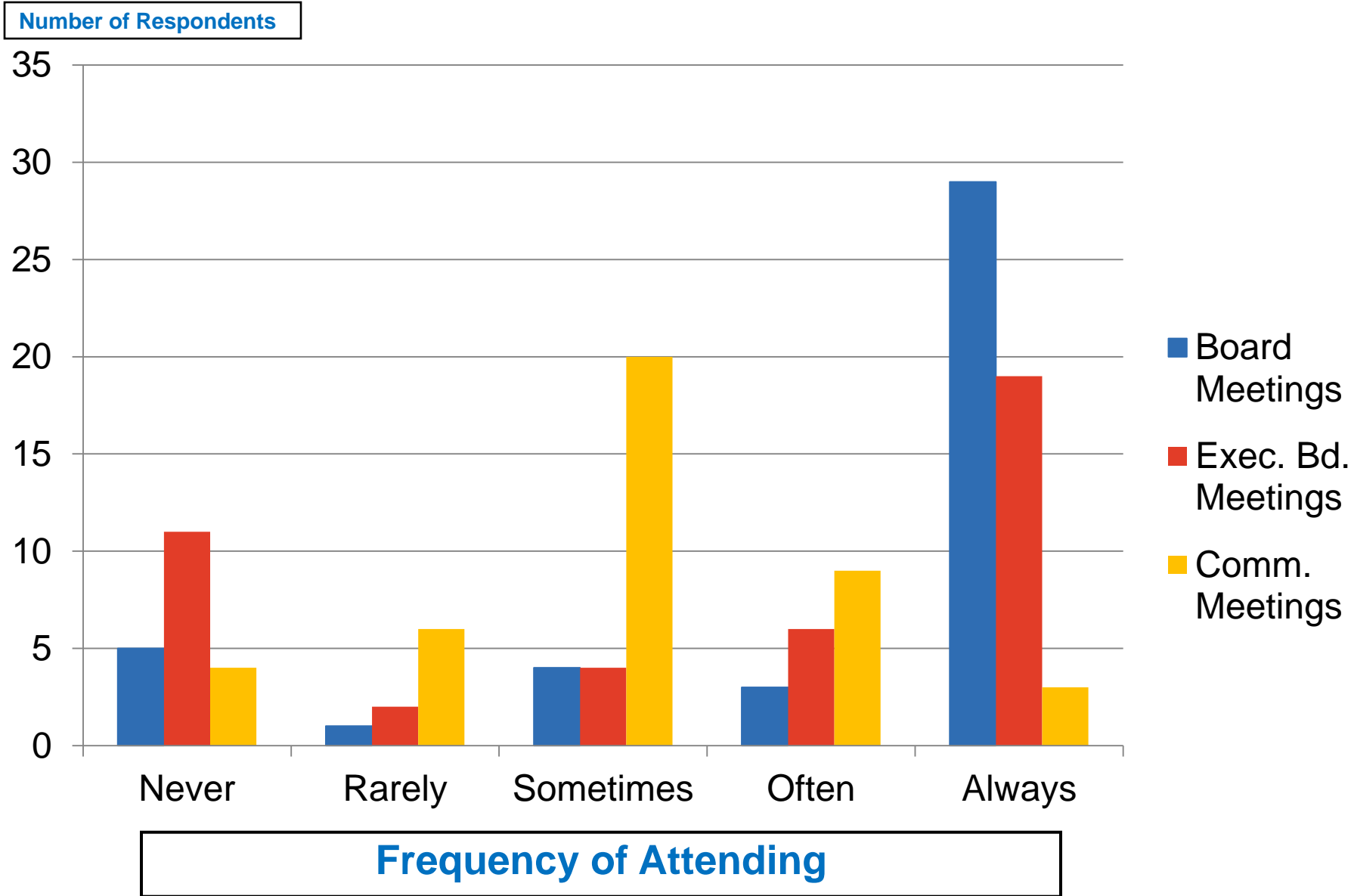
Number
of people



Frequency of Performance Review

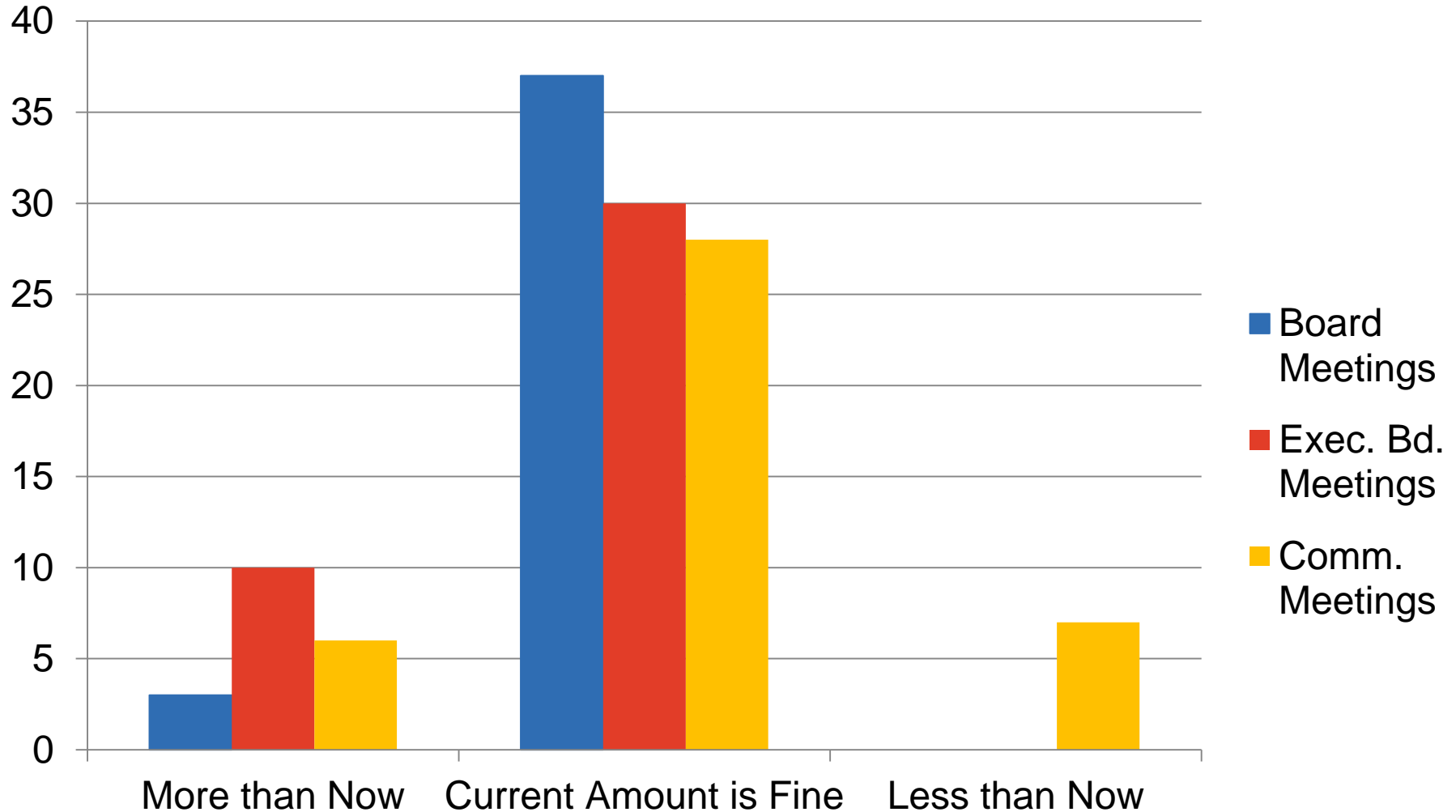


Attendance at Leadership Meetings



Desire to Attend Leadership Meetings

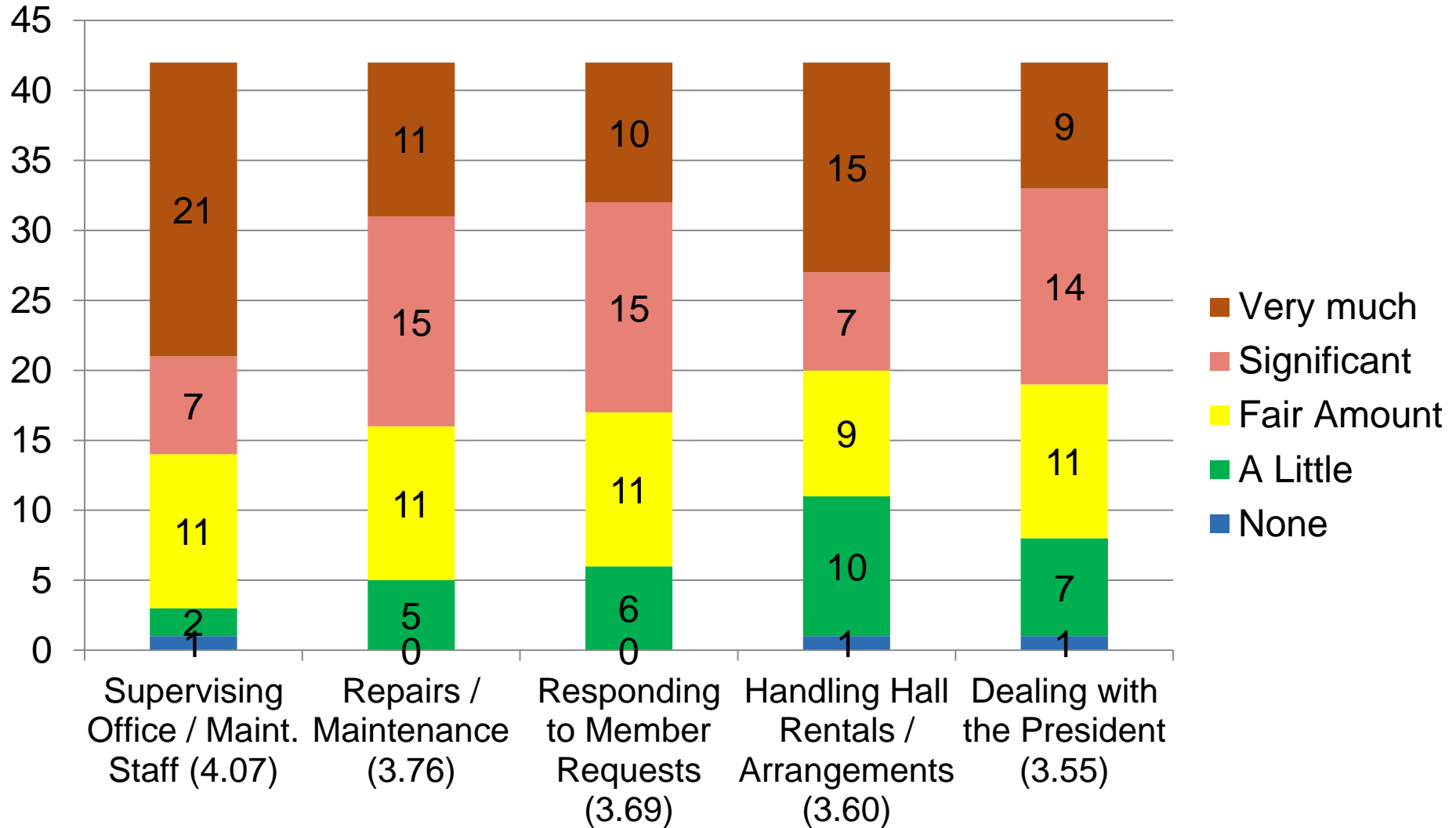
Number of Respondents



Desire to Attend vs. Current Attendance

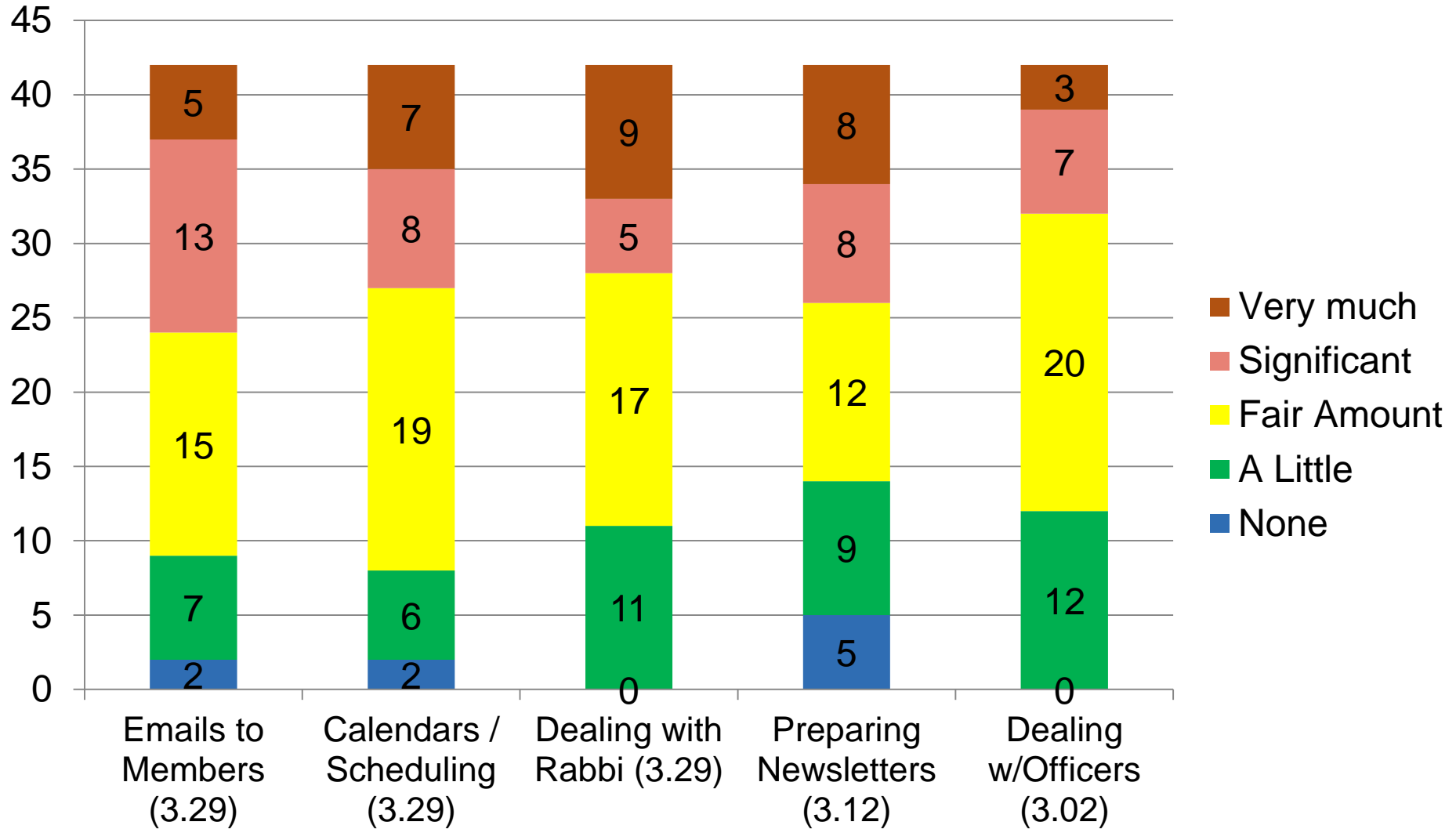
Amount of Time Spent on Each Activity (Top 5)

Number of Respondents



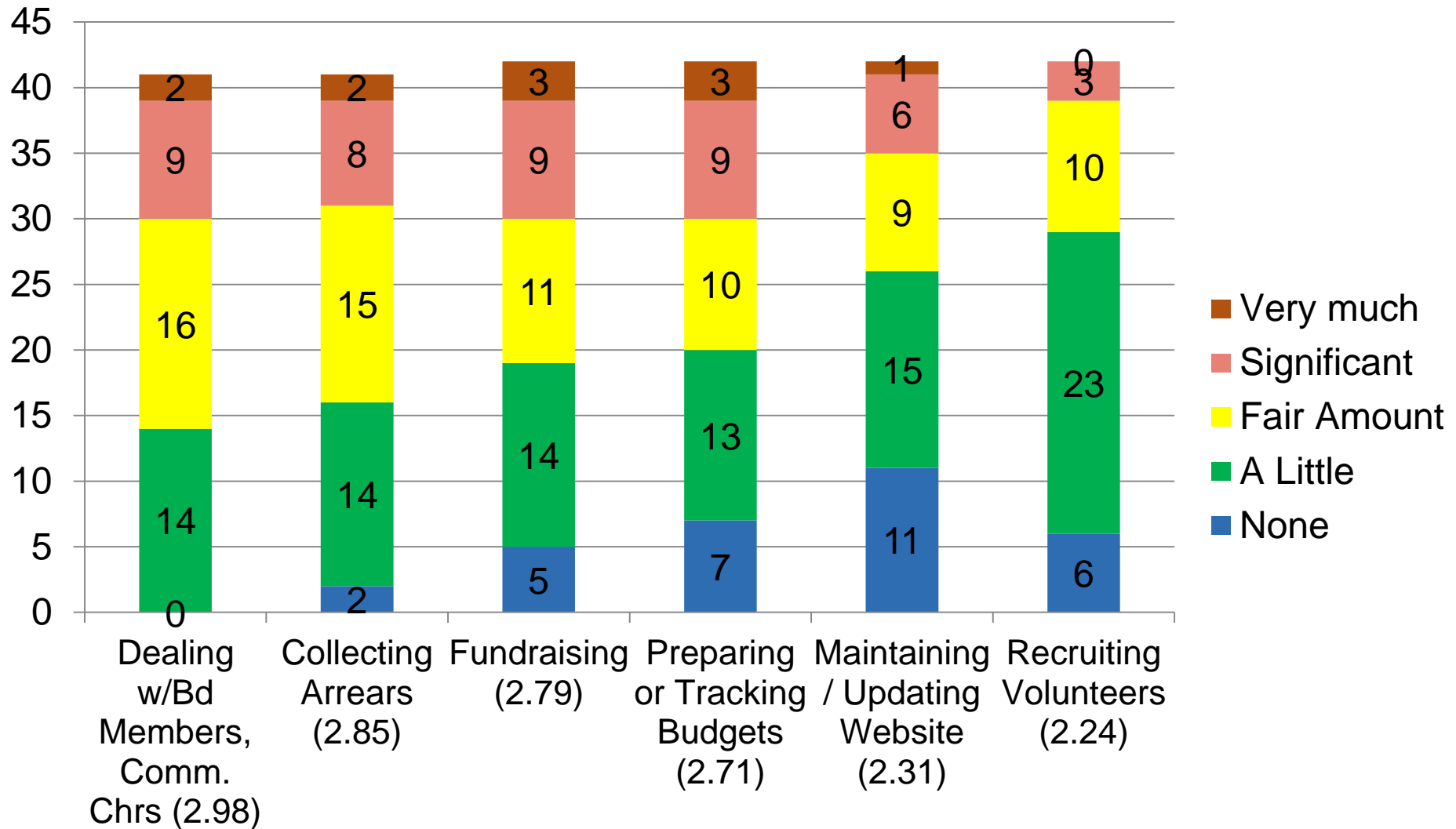
Amount of Time Spent on Each Activity (6-10)

Number of Respondents

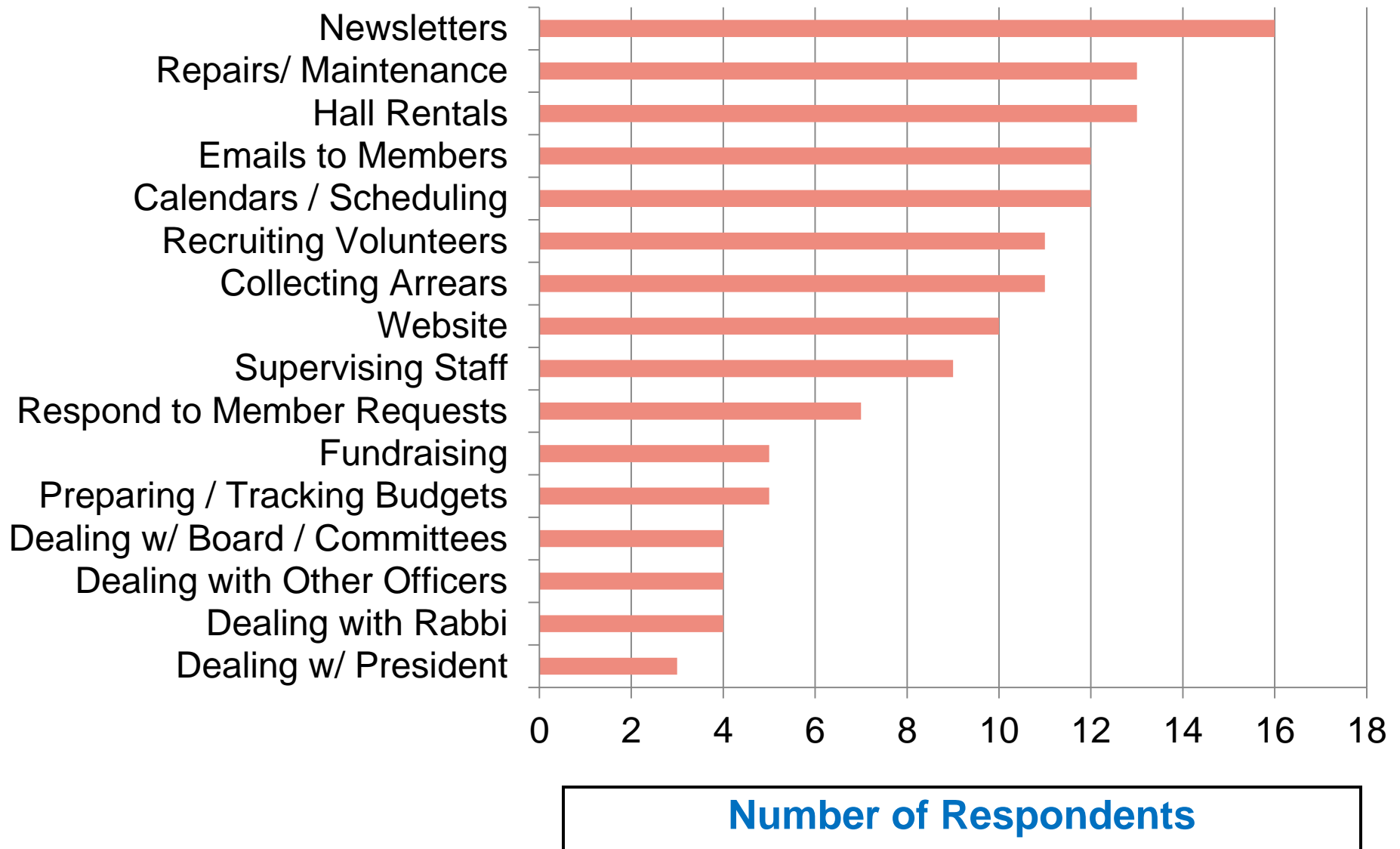


Amount of Time Spent on Each Activity (11-16)

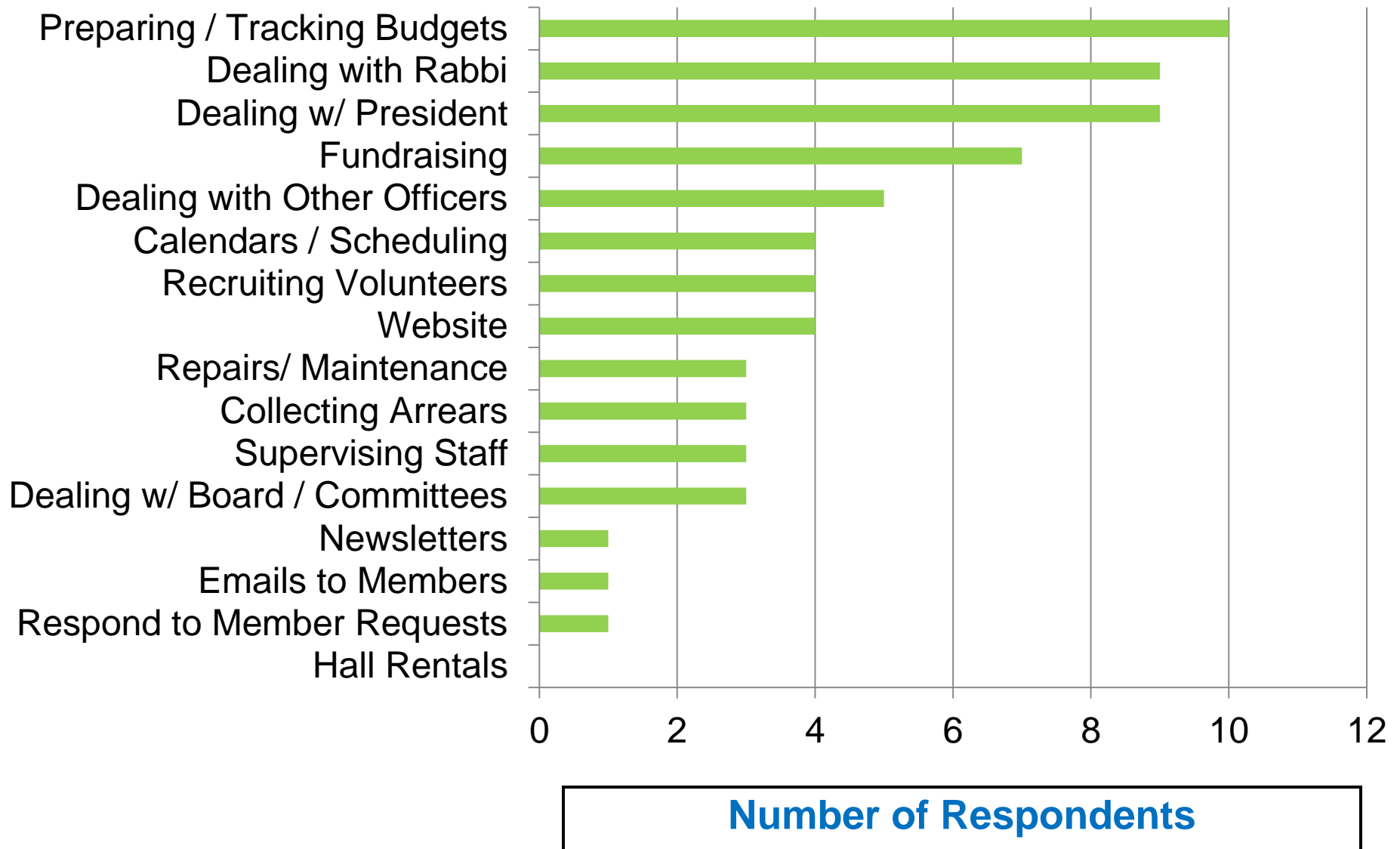
Number of Respondents



Leading Activities that Respondents Would Like to Spend Less Time On



Leading Activities that Respondents Would Like to Spend More Time On



What EDs Like **Most** About the Job

- Dealing with people in the community and helping them for simchas as well as for sad times
- Great people to work with, respectful, flexible work environment
- The people / The variety of tasks
- Helping people in need
- I love the institution
- Bookkeeping
- Nice community
- interesting
- Learning about the community and learning new skills.
- Fullfillment
- Seeing how our shul positively impacts the lives of others
- Helping people
- Allowed a lot of independence, not micro managed
- When help a member with an issue
- Working with people; the many facets of the job
- Not routine, working with good people
- Working as a team to achieve our shul's goals & after putting so much effort into a task, seeing that the end result has a satisfying outcome!
Eg: a successful fundraising event, completion of synagogue restoration after superstorm Sandy, and doing whatever it takes to have happy congregants! any time of the year!
- Helping members and creating a relationship
- Somewhat independent work , enviroment
- Working in the Jewish Community
- Working with the members, everyday is different
- Working with shul members
- It is a nice environment
- Contributing to the Jewish people
- People
- The team that I work with
- Psychic Income and Real Progress.
- The connection to the shul
- Dealing with Members
- Knowing that I am making a difference in our shul, and in the lives of our congregants
- Working with very committed people, helping the community
- Working directly with members and assisting them whenever possible.
- Helping congregants and guests have the best shul experience possible.
- Jewishly oriented, challenging
- Making stuff work
- That it is part time
- Interacting with members, and fundraising
- Dealing with the people and the community
- Flexibility

What EDs Like **Least** About the Job

- The constant oversight and nitpicking
- Being "on call" past work hours
- The salary
- The constant nitpicking over non important stuff. Would like to work less hours
- Having to deal with the changing officers
- NO building staff here during the day - I need to interface with all the vendors and run a lot of errands
- Figuring out rental fees for events.
- Unrealistic Expectations
- Dealing with those who think they know how to do my job
- Not having enough help
- Expected to handle far more than time permits
- Over sensitive members
- Inner conflicts between lay officers
- Newsletters, flyers, letters
- Stress from complaints
- I'm on 24/7
- Members treating me like a servant
- The hours
- Dealing with the President
- Doing the very few mailings
- There is much too much to do for 1 person
- Dealing with complaints
- People
- Every conversation outside of work, is always about the shul. No separation between shul life and family life.
- Kvetching, ignorance, blame, and immaturity.
- Feeling that I have to know and be able to do "everything" in dozens of diverse areas...all at the same time
- Not much
- Petty politics and small mindedness
- That financial pressures prevent spending time on programming and activities to truly help the shul.
- Micromanagement from people
- Need to spend too much time checking on others work and duplicating efforts.
- Dealing with HR issues
- Stressful, too many bosses,
- Nudniks
- Dealing with a controlling rabbi
- The politics behind every decision, and the lack of decision making power I have.
- Waiting for approval

ED Final Comments

- “Constant challenge of balancing insufficient resources with meeting the needs of this growing but not wealthy community”
- “Most members are very appreciative and that makes all the hard work worthwhile”
- “Once you work for a shul its difficult to find other work in the non Jewish world”
- “Cannot provide a budget nor salary, sorry”

Another OU Survey in Process – Shul Financials

- Purpose is to provide shuls with guidance on annual revenues and expenses
- Plan to develop benchmarks and metrics for responding shuls
- Will enable shuls to compare themselves to others
- Individual information provided will NOT be shared with other shuls
- Response to date has been poor, each ED is asked to help obtain response from your president or treasurer
- <http://www.shulsurveys.com/ou-surveys> is link to survey

The more shuls that respond, the greater the value of the survey!

Questions

