

Independent School Auxiliary Program Leadership

2022 COMPENSATION AND POSITION SURVEY

July 2022

SPARC is the premier national organization serving independent school auxiliary program leaders. Offering professional development experiences throughout the year, current benchmarking data and best practices, and a community of supportive peers, SPARC supports schools in maximizing their auxiliary program potential.

SPARC Insights

INTRODUCTION

SPARC annually conducts a comprehensive survey of independent schools regarding the leadership of their auxiliary programs. The resulting data provides valuable benchmarks for school leadership regarding auxiliary roles, responsibilities, organizational structure, and compensation. The lasting impact of COVID, along with the challenges presented by the current job market, make this information more essential than ever. Looking ahead, independent schools are recognizing the increasing role that high quality auxiliary programs can play in the overall value proposition of the student experience and the non-tuition revenue that can be generated. It is our hope that the data included in this report can support each school's efforts to appropriately invest in their auxiliary department and optimize their success.

GENERAL INFORMATION

- **206** completed surveys
- **79%** day schools and **21%** combined boarding/day
- Respondents were all independent schools spread throughout the country, in addition to 1 international school
- **26%** of schools classified themselves as “urban” while **67%** self-identified as “suburban.” **7%** defined themselves as “rural”
- School enrollment represented a wide spectrum with **50%** of schools having enrollment of 500 or less students and **19%** having over 1,000 students

TYPICAL DIRECTOR PROFILE

- Over two thirds of respondents were female (**67%**)
- **29%** were male, and **1%** gender non-conforming
- Other gender observations:
 - Females make up **75%** of auxiliary director roles in day schools while they are only **38%** of auxiliary directors in boarding/day school.
 - Males manage a higher percentage of auxiliary programs grossing \$1 million or more in revenue (**42%**) than females (**29%**)
- Majority of respondents are white/caucasian (**91%**)
- Overall, Directors of Auxiliary Programs are well educated with nearly half possessing an advanced degree (**47%**)
 - Of those with Masters degree, **73%** have a Masters in Education, **15%** have an MBA, and **4%** have a JD
- There is an even spread of longevity among Directors in their current position. As many are within their first year (**23%**) as there are for 10 or more years (**23%**)
- Common prior roles for Directors include school administrator, teacher, camp director, after school director

POSITION AND PERSONNEL

Position Title

- Most schools still utilize “Director of Auxiliary Programs” as their title **(44%)**
- The 2nd most common is “Director of Summer Programs” **(13%)**
- Other commonly used titles include: Director of Summer and After School Programs, Auxiliary Programs Manager, Director of Extended Learning, Director of Strategic Programs

Responsibilities

The responsibilities of Auxiliary Program Directors are extensive and varied. The most common responsibilities are Summer Programs **(96%)**, After School Programs **(72%)**, and Enrichment Programs **(68%)**. Other significant responsibilities include Facility Rentals, Faculty/Staff Childcare, Music Lessons, Special Events, Before Care, Vacation Programs, and School Store.

Full Time/Part Time

- **94%** of Directors are full time employees of their school
- **33%** are exclusively focused on their Auxiliary Program responsibilities with no other work duties, while the other **67%** report that they fulfill other duties beyond auxiliary programs.

Reporting Structure

- Reporting structures have stayed similar to what they were in 2021
- **45%** of Directors report to the CFO/COO
- **29%** report to the Head of School
- **13%** report to the Associate or Assistant Head of School which seems to be an emerging trend relative to 2021
- Other direct reports include: Director of Operations, Director of Enrollment Management, Director of Lower School.

Senior Leadership Team

- **36%** of Directors have a seat at the Senior Leadership Team table. **64%** do not. These percentages are identical to 2021.
- A higher percentage of women than men sit on the Senior Leadership Team **(39% to 31%)**

Auxiliary Department

- **16%** of responding schools devote less than 1 FTE to managing their auxiliary programs. The majority of schools fall within the range of having 1.0-2.9 FTE (a total of **59%**).
- **23%** of total respondents reported having a full time Assistant Director of Auxiliary Programs (or equivalent).
- There is a clear correlation between the number of FTEs in an auxiliary department and the amount of gross revenue reported by schools.

SALARY AND BENEFITS

Auxiliary Program Director Compensation

Director salary observations:

- The average salary across all respondents in full time positions: **\$84,324**
- The median salary of all respondents in full time positions: **\$80,000**
- The minimum reported salary was **\$40,000**
- The maximum reported salary was **\$176,750**
- **27%** of Directors are paid over \$100,000 and **37%** of Directors are paid over \$90,000
- Gender has a significant impact on salary:

Women's salaries:

- Average...**\$80,802**
- Median...**\$75,000**
- Minimum reported salary: **\$40,000**
- Maximum reported salary: **\$160,000**

Men's salaries:

- Average...**\$93,451**
- Median...**\$91,900**
- Minimum reported salary: **\$46,000**
- Maximum reported salary: **\$176,750**
- **6%** of respondents receive a performance bonus
- The vast majority of those respondents with performance bonuses work in day schools.
- Examples of bonus structures mentioned include:
 - 50% of net income in excess of net income target
 - 10% of the net profit across all Auxiliary Programs, in addition to base salary
 - \$3,000 for every \$25,000 with a max of \$24,000 a year

Additional FTEs in Auxiliary Department

- **23%** of respondents reported having a full time Assistant Director of Auxiliary Programs (or equivalent).
- **16%** of respondents reported having a full time Summer Programs Director (in addition to Auxiliary program Director).
- **21%** of respondents reported having a full time Extended Day Director.
- **17%** of respondents reported having a full time Office Manager in the Auxiliary Programs Department.
- The average salaries reported by those schools that had additional FTEs were as follows (next employee in dept. after Director of Auxiliary Programs is FTE 2, etc.):
 - FTE 2: **\$63,804**
 - FTE 3: **\$50,812**
 - FTE 4: **\$50,714**

PRIORITIES AND CHALLENGES

When identifying which auxiliary programs priorities were of greatest importance to the school, the top response continues to be “Creating additional operating revenue for the school” (**89%** rated as “High” or “Very High” importance as compared to **88%** in 2021). “Providing value to existing school families” and “Attracting new potential families” came in second and third with each being rated “High Importance” or “Very High Importance” by a total of **83%** and **76%** respectively. An emerging strategic priority for auxiliary programs is to advance the school’s DEIJ (Diversity, Equity, Inclusion, and Justice) goals (**43%** of respondents rated as “High Importance” or “Very High Importance”).

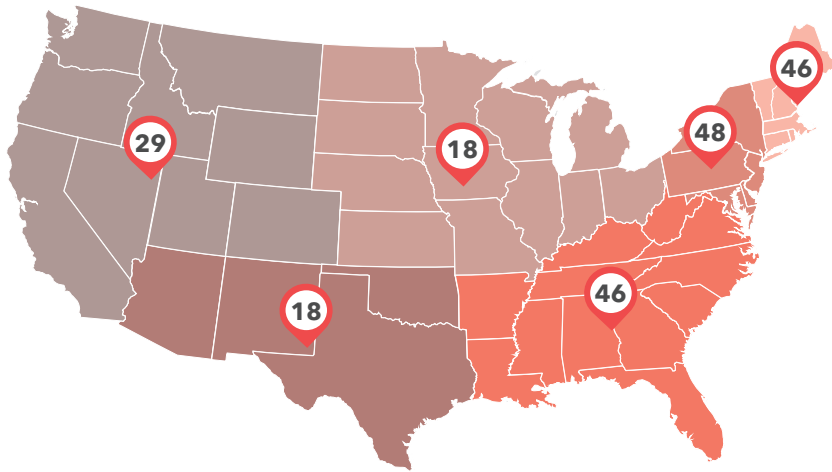
When it comes to current challenges, staffing issues have quickly overtaken COVID as the greatest challenge faced by auxiliary program leaders. **63%** of respondents identified “lack of necessary staffing” as one of their top 3 current challenges. The other top four challenges identified by respondents included the “Quality of communication and coordination with other school departments” (**40%**), “Marketing auxiliary programs effectively” (**36%**), “Lack of support from school leadership” (**30%**), and “Resurrecting your programs after being negatively impacted by COVID” (**29%**).

JOB SATISFACTION

- An increased percentage of Directors (since 2021) reported that it was “unlikely” they’d be looking for a new job in the next 2 years (**39%**; up from **32%** in 2021)
- There was a slight increase in Directors (since 2021) who reported that they are “highly likely” to leave their positions (**21%**; up from **19%** in 2021)
- What jobs would Directors be leaving for? **35%** reported looking outside of independent schools; **32%** reported looking for a new Director of Auxiliary Programs position; Non Profit Management and Consulting positions were both high as well at **25%** and **24%** respectively
- Other position in schools that Directors were seeking next included Director of Operations and Associate Head of School

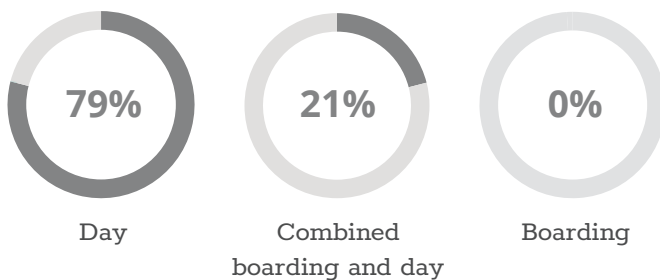
GENERAL INFORMATION

In which state is your school located?

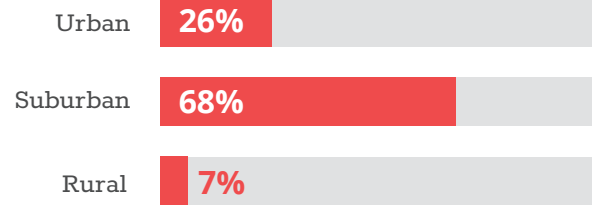


New England (ME, MA, NH, VT, RI, CT)	46
Mid-Atlantic (NY, NJ, PA, DE, DC, MD)	48
Southeast (AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV)	46
Midwest (ND, SD, NE, KS, MN, IA, MO, WI, IL, MI, IN, OH)	18
Southwest (AZ, NM, TX, OK)	18
West (WA, OR, ID, MT, WY, CO, UT, NV, CA, AK, HI)	29
International	1

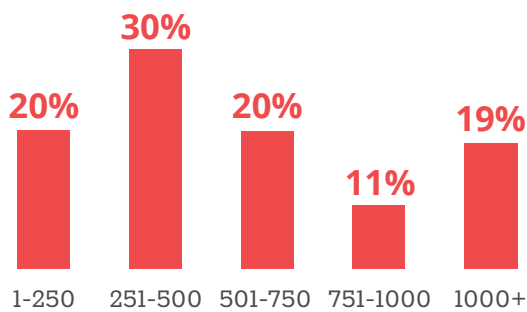
Is your school boarding or day?



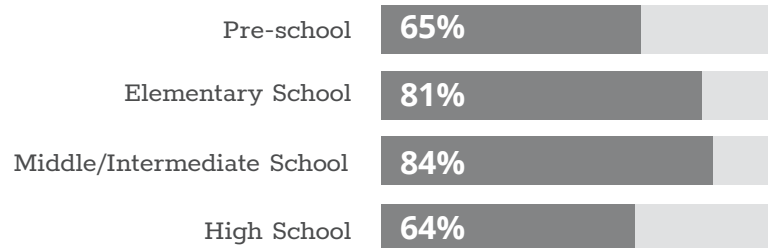
How would you characterize the specific location of your school?



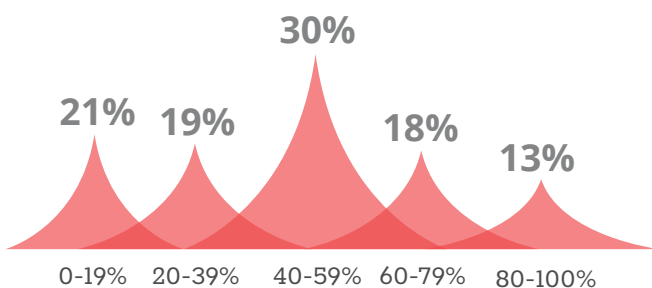
What is your total school enrollment?



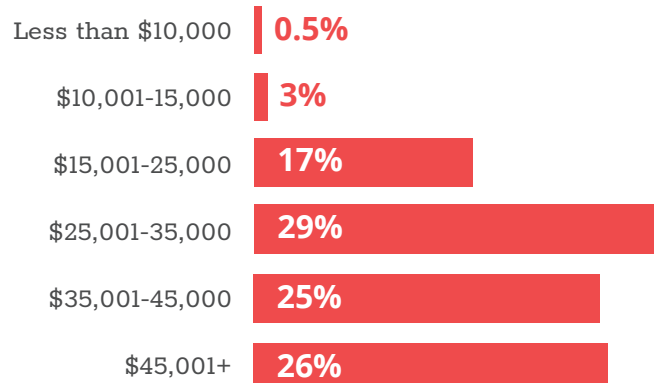
Which grades does your school serve?



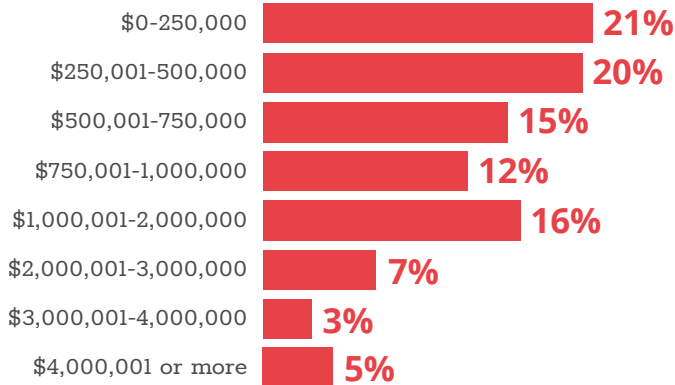
Approximately what percentage of your typical summer program participants is made up of students from your school?



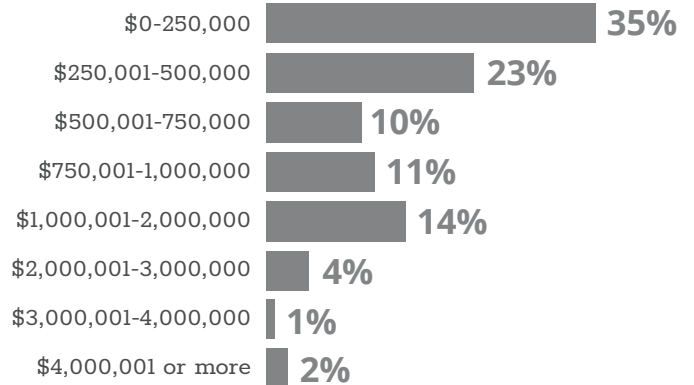
What is the annual full-time tuition (in US dollars) for the highest grade offered by your school?



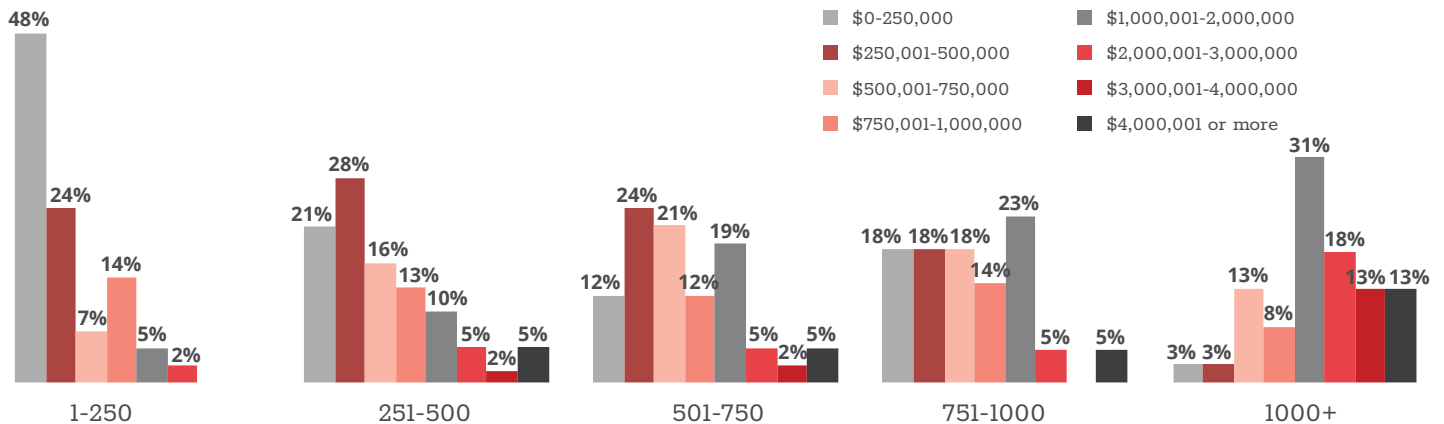
What is your school's gross annual auxiliary program revenue before any expenses? (Include all summer programs, after school and enrichment programs, rentals, and any other revenue that is typically classified as auxiliary.)



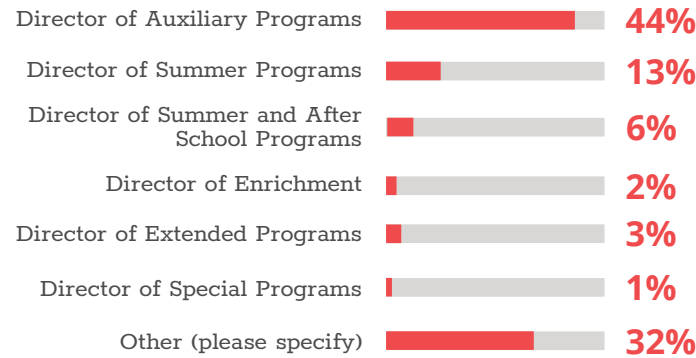
What is your school's gross summer program revenue before any expenses in your most recent non-pandemic budget year? (Include revenue from all sources including self-operated programs, rentals, 3rd parties, etc.)



School enrollment in relation to gross auxiliary revenue.

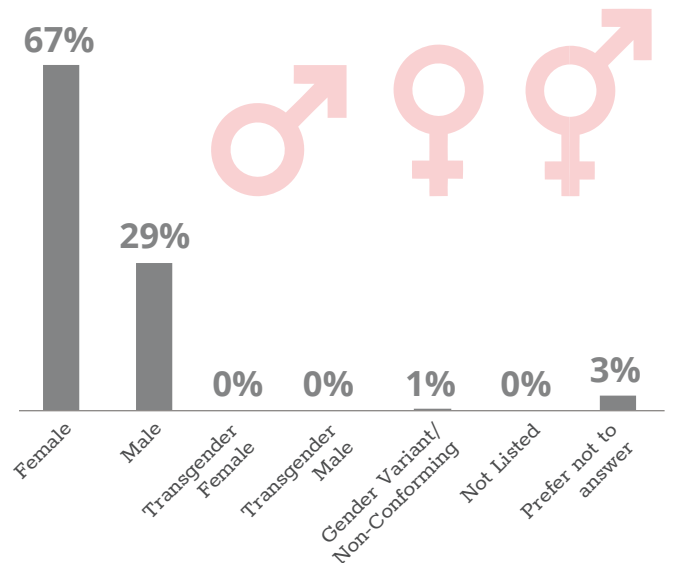


What is the full job title of the person leading auxiliary programs (or equivalent) at your school?

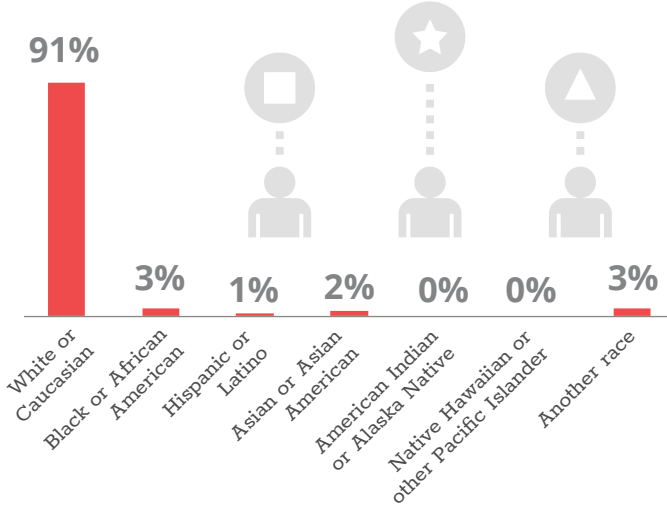


Other: Director of Auxiliary Services, Director of Strategic Programs, Director of Community Programs, Director of External Programs, Director of Campus Services and Events, Director of Summer and Auxiliary Programs, Director of Co-Curricular Programs, Director, Business Development, Auxiliary Coordinator, Director of Family Life Programs

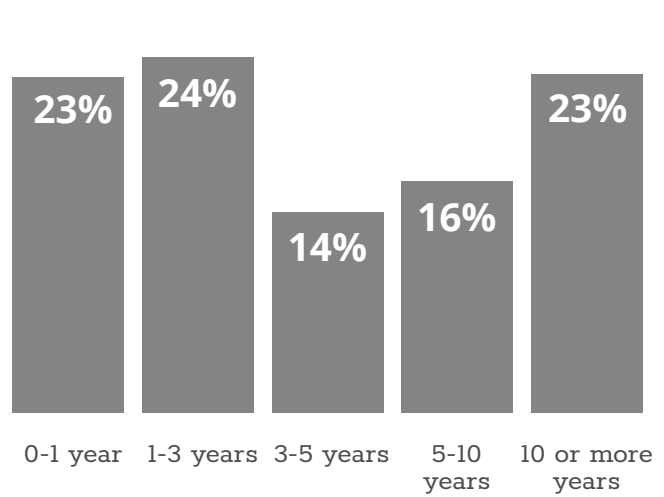
To which gender does the Director of Auxiliary Programs (or equivalent) most identify?



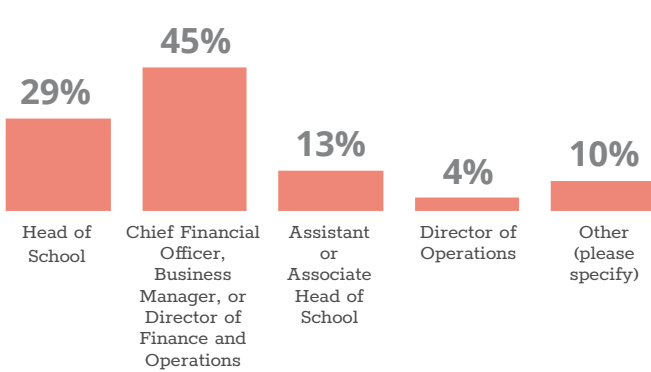
What is the race/ethnicity of the Director of Auxiliary Programs or equivalent?



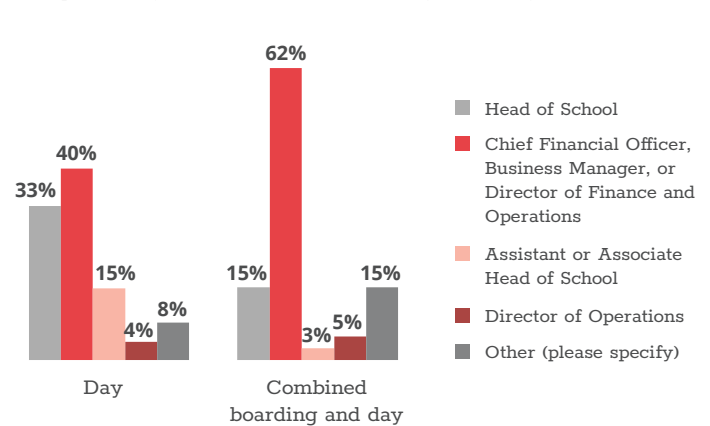
How many years has your Director of Auxiliary Programs (or equivalent) worked in their current position at your school?



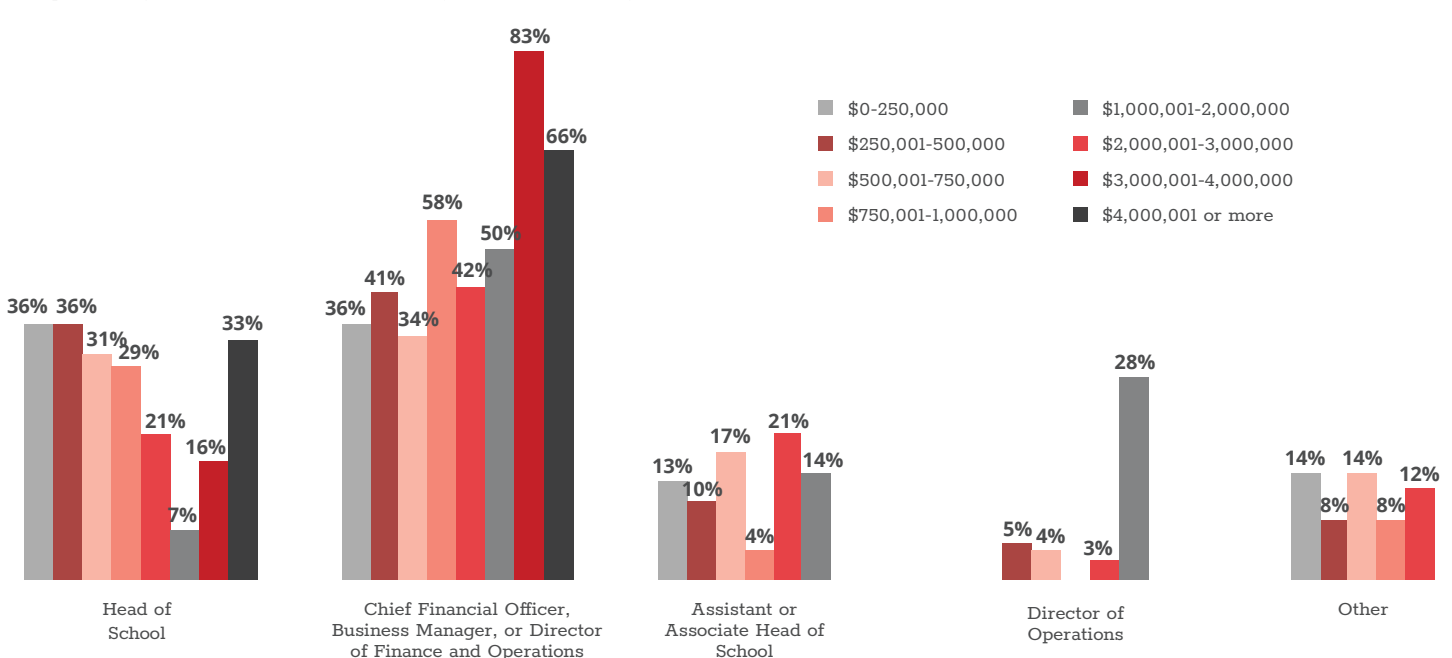
To whom does the Director of Auxiliary Programs (or equivalent) report?



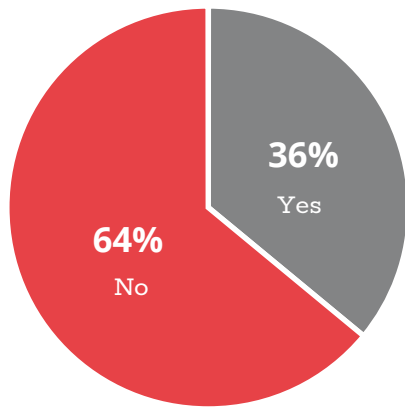
Reporting structure boarding vs. day.



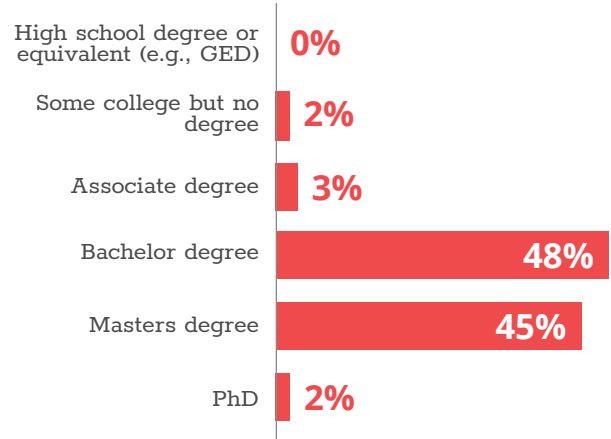
Reporting structure based on gross auxiliary revenue.



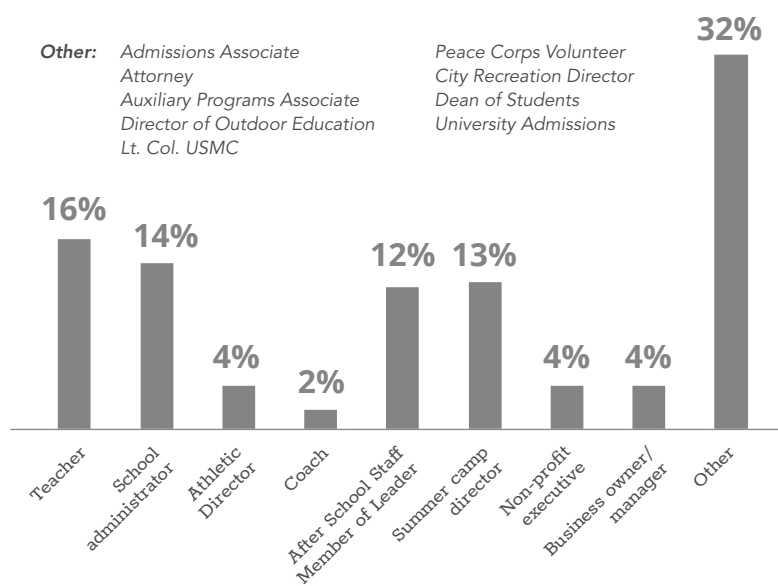
Is the Director of Auxiliary Programs (or equivalent) a member of the senior leadership team at your school?



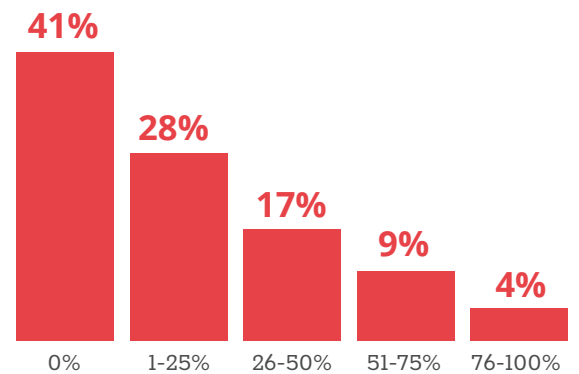
What is the highest level of school that the Director of Auxiliary Programs (or equivalent) has completed or the highest degree received?



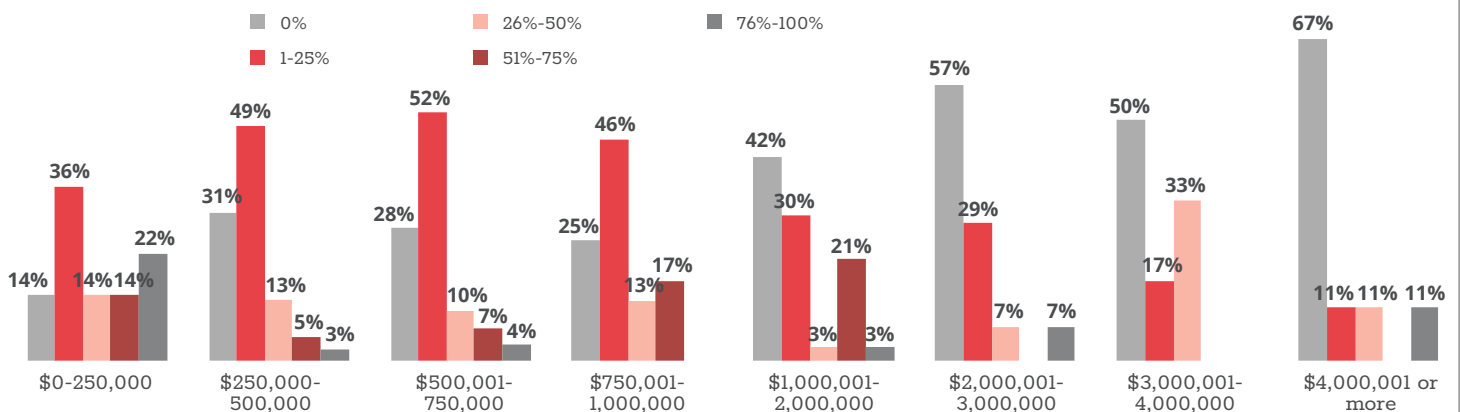
What was the Director of Auxiliary Programs (or equivalent) prior job before taking on their current role?



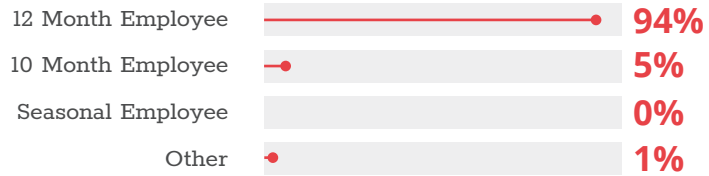
What percentage of the Director of Auxiliary Programs (or equivalent) regular work time, if any, is assigned to another department and unrelated to auxiliary duties at your school?



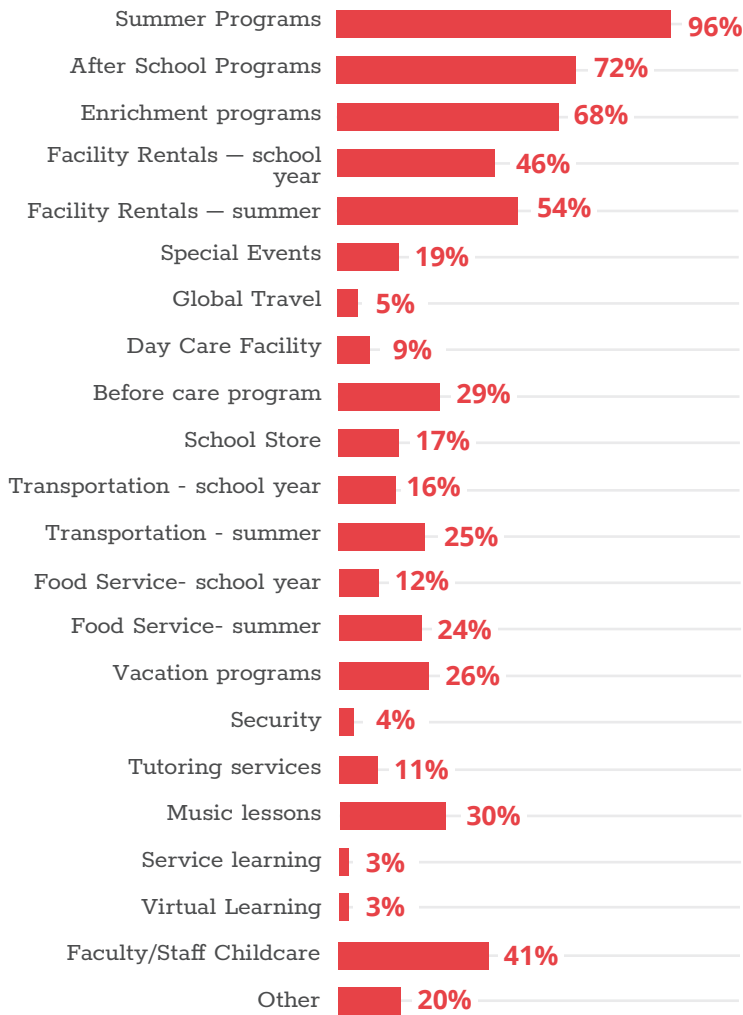
Percent of Auxiliary Director's time allocated to responsibilities other than auxiliary in relation to gross auxiliary revenue.



Which of the following best describes the Director of Auxiliary Programs (or equivalent) employment status with your school?

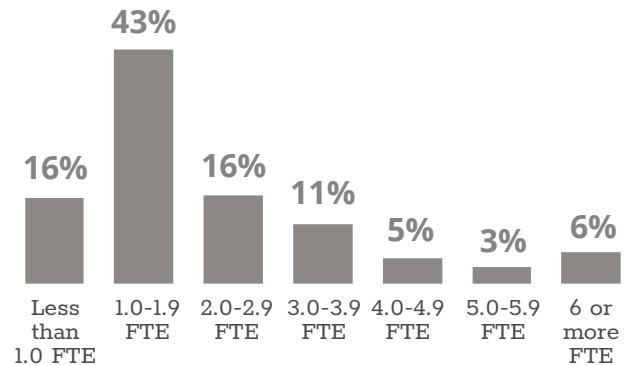


What areas of responsibility fall under the Director of Auxiliary Programs (or equivalent):

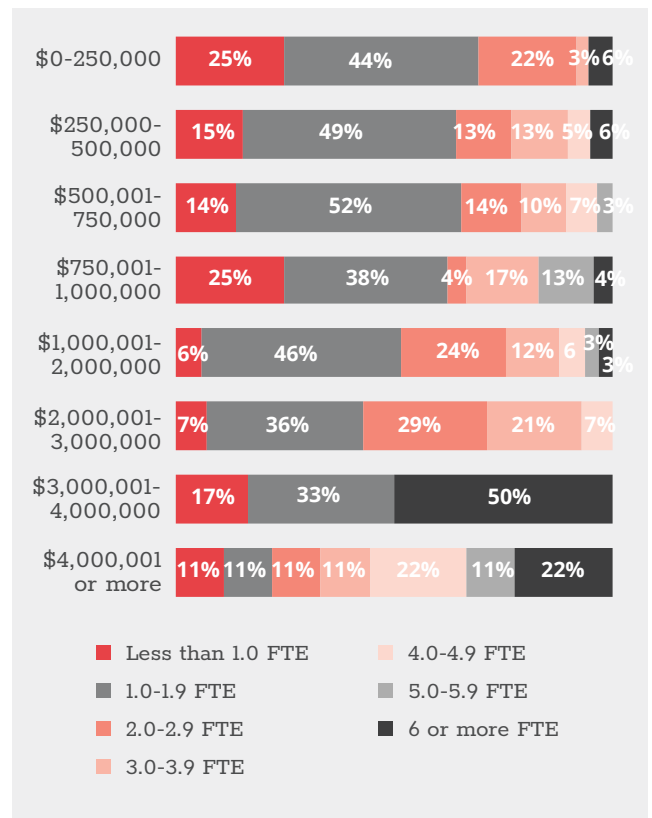


Other: Master school calendar
COVID Response Coordinator
Golf course
Radio station
Aquatics Club
School café
Adult Travel Programs
Sports leagues
Farm supervision

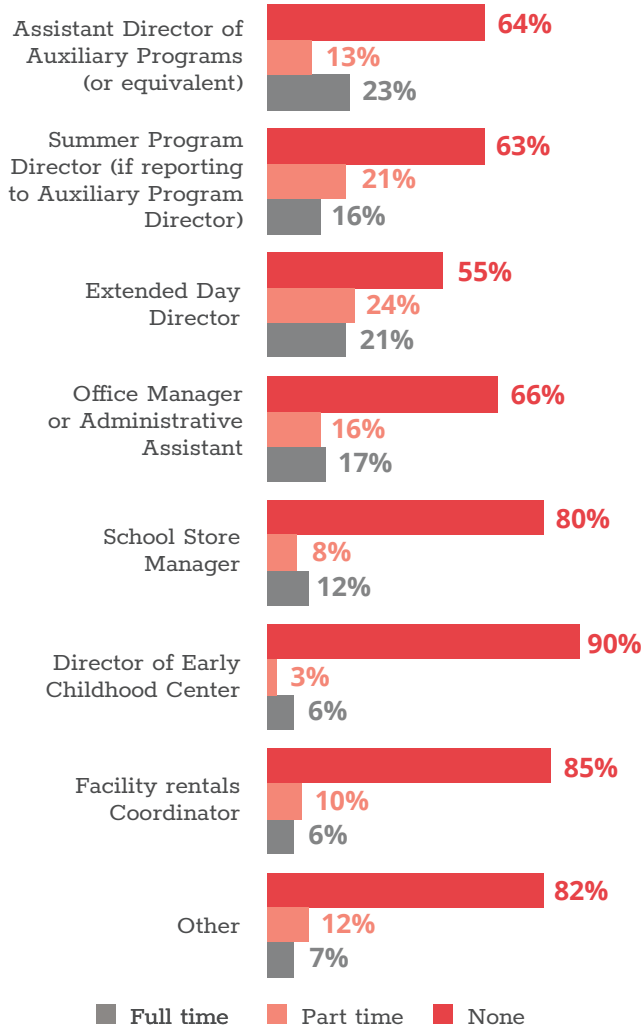
What is the total number of FTE (full time equivalent) staff in you auxiliary department, including the Director?



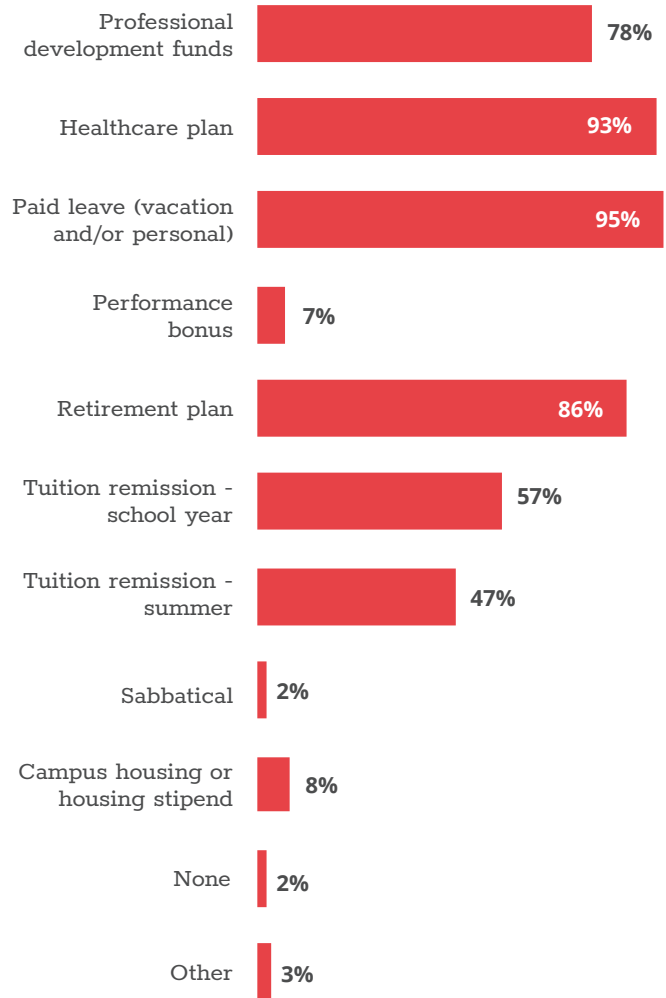
Total auxiliary department FTEs based on gross auxiliary revenue.



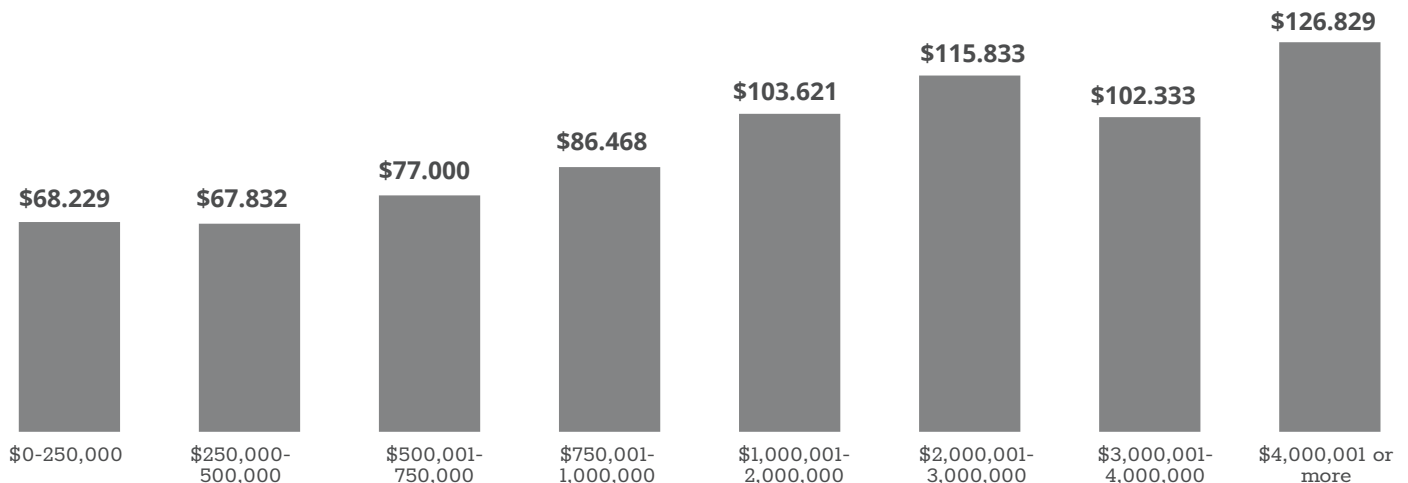
Please identify if you have any of the following roles in your auxiliary programs office during the year and whether they are full time or part time



Which of the following benefits does your Director of Auxiliary Programs (or equivalent) currently receive from your school?

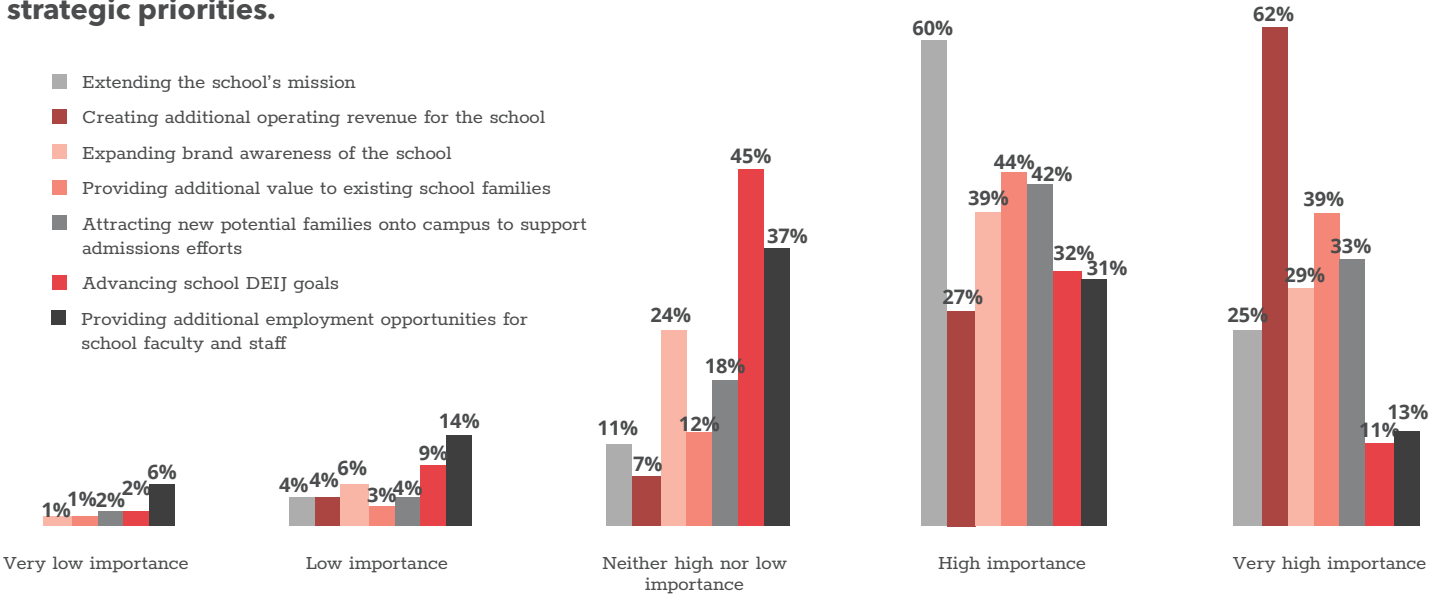


Average salary for Director of Auxiliary Programs in relation to gross auxiliary revenue.

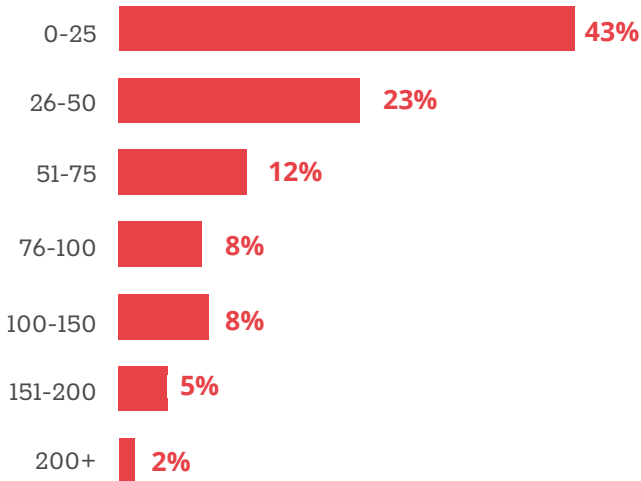


Please rate the current importance to your school of the following potential auxiliary program strategic priorities.

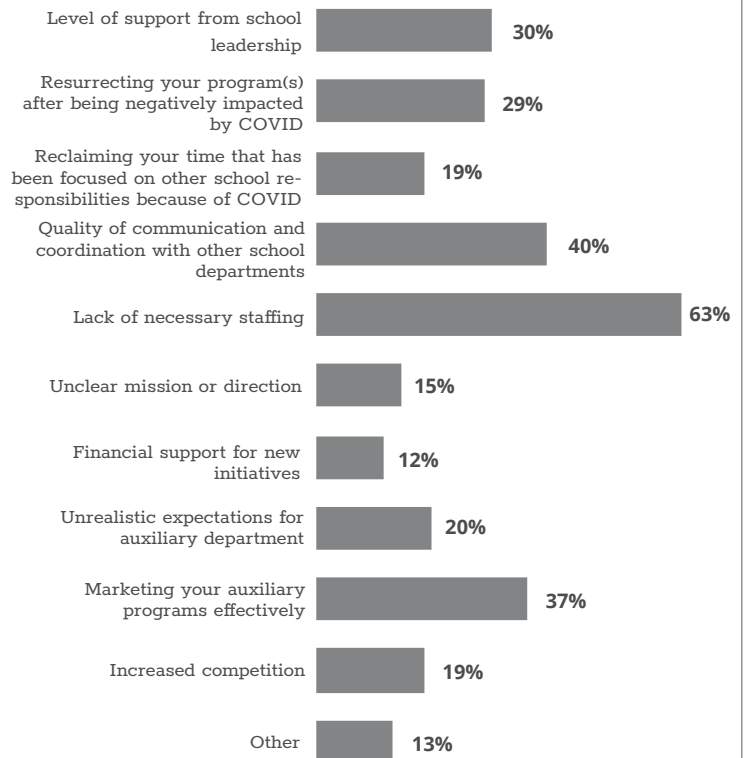
- Extending the school's mission
- Creating additional operating revenue for the school
- Expanding brand awareness of the school
- Providing additional value to existing school families
- Attracting new potential families onto campus to support admissions efforts
- Advancing school DEIJ goals
- Providing additional employment opportunities for school faculty and staff



How many summer-only seasonal / part-time staff work in your summer program(s) in your most recent fully operational summer?

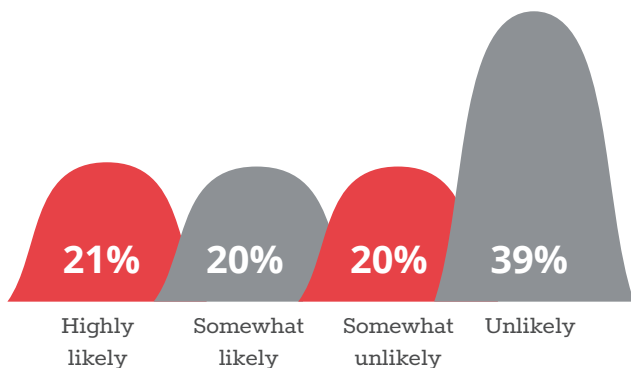


Please identify the top 3 current challenges for your Auxiliary Department (or equivalent) from the list below.

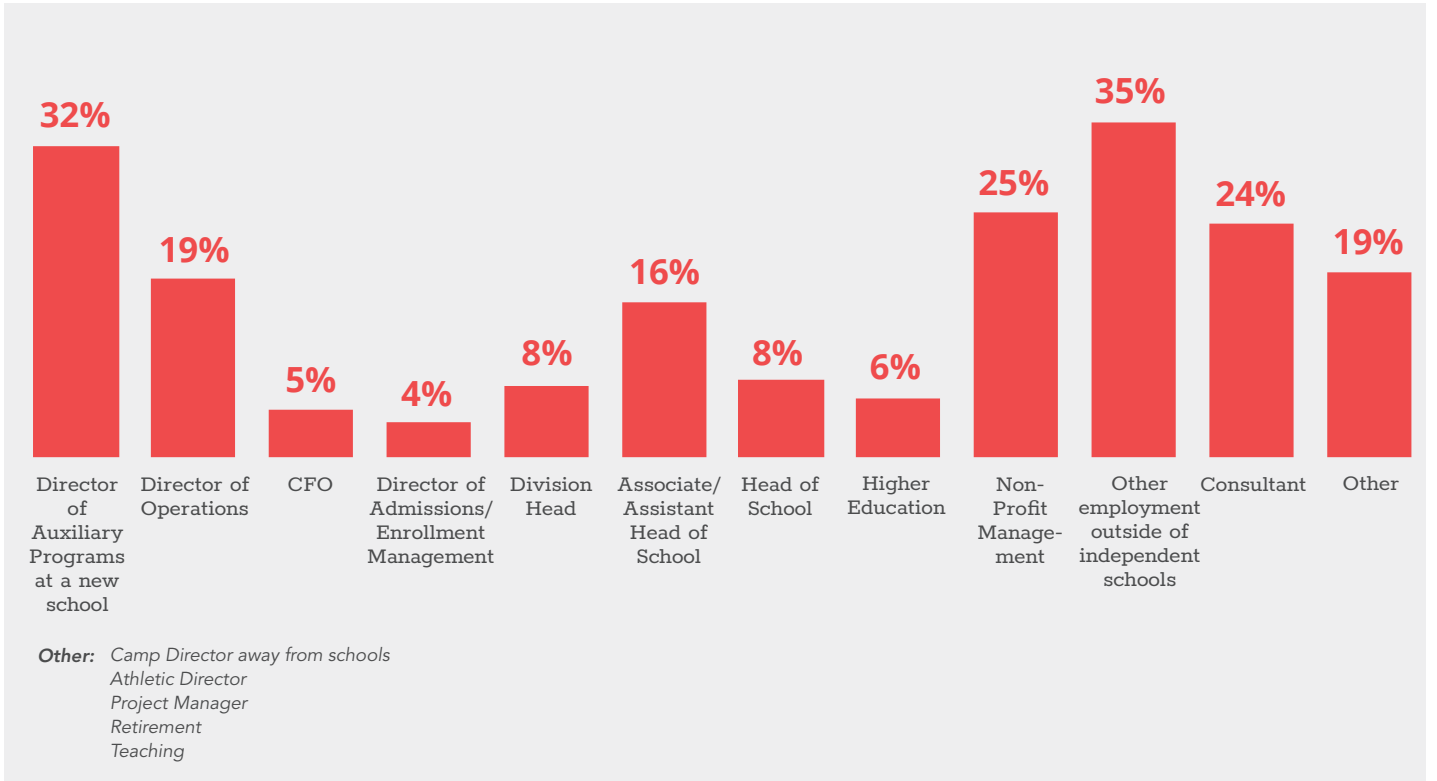


Other: Asking Aux to do more and more!
Clear understanding of priorities and intersection with other departments at school.
Unrealistic expectations
General exhaustion; changing atmosphere of world
Getting faculty to want to run programs
Campus construction

How likely are you to look for another job in the next two years?



What is your ideal next job?





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