SBDCNet
National Information Clearinghouse

2019
Salary Survey
of America's SBDC

A Partnership of SBA, ASBDC, SBDC, and UTSA

SBA U.S. Small Business Administration

AMERICA'S SBDC SMALL BUSINESS DEVELOPMENT CENTERS

UTSA

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Executive Summary

Welcome to the SBDC National Information Clearinghouse's *2019 Salary Survey of America's SBDC*. We are pleased to present this study to you, which has been significantly expanded to provide SBDC networks with enhanced analysis and insights. The biennial *Salary Survey* is completed by the SBDC National Information Clearinghouse in support of America's SBDC network.

The *2019 Salary Survey of America's SBDC* was completed in September 2019 by referencing source data provided by ASBDC members from FY/CY 2019 SBDC cooperative agreements. Information analyzed and presented represents data from 53 of 62 individual networks.

Previous studies have concentrated solely on SBA regional and national comparisons for positions found within the SBDC program network. While the 2019 study still includes these, several additional analyses have been included to provide SBDCs with more options for comparison. These additional comparisons are based on state population, population density, regional price parity and the total number of small businesses. Historically, the salary survey has been used in numerous ways, none the least of which has been for position compensation comparability and negotiation support with host institutions.

The SBDC National Information Clearinghouse would like to thank all survey participants.

Methodology

Requests for key personnel data and job descriptions from FY/CY 2019 budget proposals were sent to all State, Executive, and Regional SBDC Directors in April 2019 with follow-up correspondence in May 2019. The data was then categorized according to job title/position, state/network, annual salary and SBA regions. To ensure accuracy, data was manually reviewed and thrice checked against all documentation.

The state characteristics data (state population, regional price parity and small business information) was collected from multiple sources, including the U.S. Census Bureau's 2010 Census, the Bureau of Economic Analysis' SARPP Regional Price Parities by State, and the U.S. Census Bureau's 2015 Statistics of U.S. Businesses, respectively. If data is not in the state profile (reported as NA), it was not available and not included in the analysis.

A series of statistical analyses were performed and comparisons of median salaries between regions were presented in a boxplot format. Where significant ranges in positon salaries were identified, standard deviations were used to establish distinct tiers. The applicability of tiers for a position was determined if those positions had more than four outliers and those positions still had outliers when analyzed by state characteristic data. For example, the Center Director position on the "Salary Data by Position for all SBA Regions" has more than four outliers. There are also outliers for this position in the state quartiles analysis.

A total of 1,864 salaries were submitted, processed, and analyzed to produce the *2019 Salary Survey of America' SBDC*.

Data Considerations

All part-time (49% or less time) positions were excluded from the analysis. Titles with 3 or fewer occurrences were deemed outliers and excluded from the analysis. Graphs with no data reported for certain regions or quartiles reflect instances where no entries for that title exist, salaries were excluded due to part-time status or reporting was omitted to maintain confidentiality of individual salary information.

Specifically, Region II was omitted from the "Salaries by SBA Regions for all Positions, Salaries by SBA Regions for Individual Positions," and the "Tiers" graphs due to the limited number of entries. This was done to maintain confidentiality and prevent the release of individual salary information.

Reporting

Boxplots

A boxplot is a graphical representation of a data set which depicts a five-number summary of the data. The summary includes the minimum, maximum, median, 25th percentile and 75th percentile. In this report, we use boxplots to show the range of all salaries, from least to greatest, as a tool for measuring central tendency, dispersion, and extreme data points.

The white rectangular box between the gold line and red line represents 50% of the data. The data within the rectangular box falls into what is called the 'interquartile range' with a line in the middle at the median, highlighted by the blue horizontal line. The red line below the median represents the 25th percentile, and the gold line above the median salary represents the 75th percentile.

The area within the box *below* the median contains salaries between the 25th and 50th percentiles, meaning they are higher than 25 to 50 percent of all salaries in the boxplot. Similarly, the area within the box *above* the median contains salaries between the 50th and 75th percentiles, meaning that these salaries are higher than 50 to 75 percent of all salaries in the boxplot.

The vertical lines on the boxplots (to include any outliers) are each 25% of the data. The uppermost data point along the green line represents the highest salary, and the lowermost data point along the pink line represents the lowest salary. If the data does not have any outliers, the end of the vertical line would represent the minimum or maximum (similar to the minimum in the graph above at the pink line). One advantage of using a boxplot is that it utilizes the median to illustrate central tendency, which is less likely to represent a skewed measurement of the data than the mean as a result of outliers. With this visual presentation, skewness and the dispersion are more readily discernable.

Tiers

In this report, tiers were used for the Center Director and Business Advisor positions, because the variability among the salaries for these positions was much higher than in other positions. For this reason, tiers were created to analyze spread among the values accounting for skewness caused by outliers. The construction of tiers for the Center Director position is illustrated below.

Center Director Salary Distribution

P($56,308 < Salary < $95,802) = 0.683

Tier 3

Tier 2

Tier 1

$56,308

$95,802

Salaries
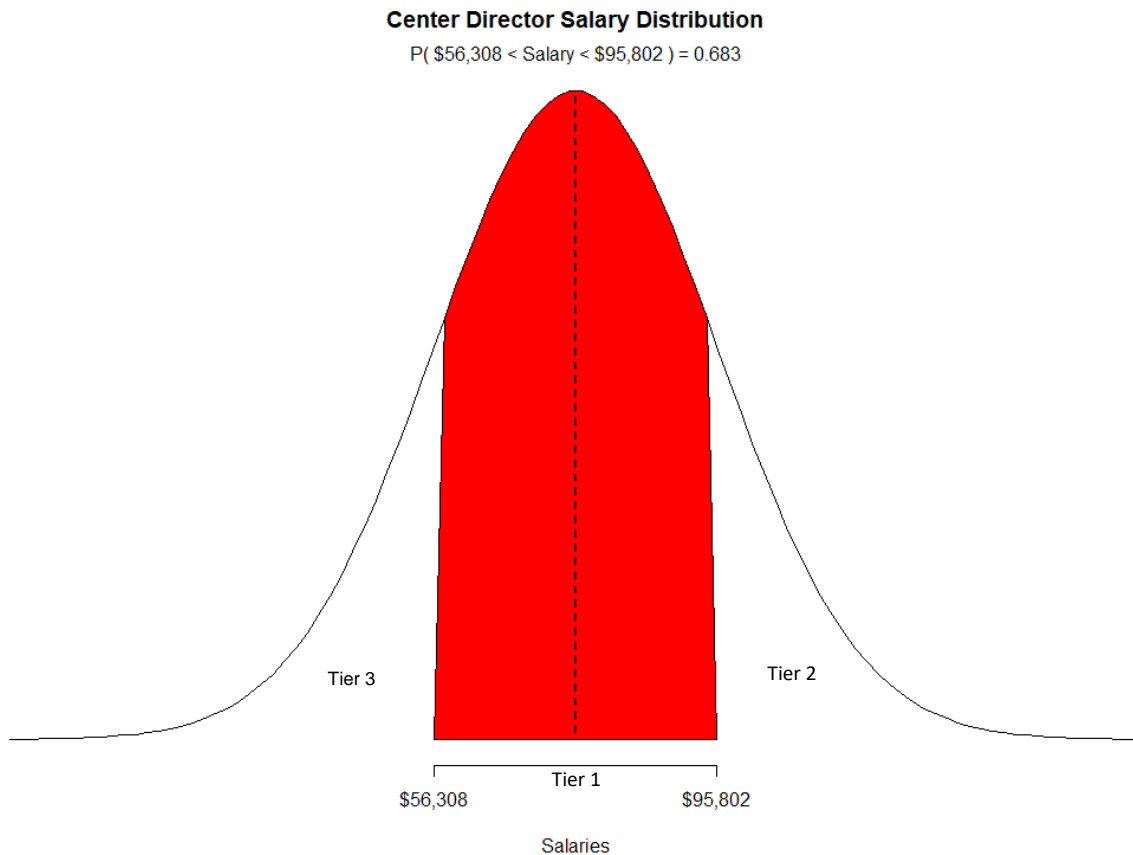
The vertical dashed line in the graph above represents the mean or average salary for these positions. The red portion to the right of the mean is one standard deviation above the mean and the red portion to the left of the dashed line is one standard deviation below the mean. Together, the red portions comprise Tier 1. Tier 1 represents salaries that are within 1 standard deviation of the mean, indicating that there is approximately a 68 percent chance that a person's salary will fall between $56,308 and $95,802. Tier 2 represents salaries that are more than 1 standard deviation above the mean and Tier 3 represents salaries that are more than 1 standard deviation below the mean, within a normal distribution. The white portions of the graph represent Tiers 2 and 3, respectively. Not all regions will have salaries in every tier.

Tiers allow further analysis of the range of salaries within each position ensuring that asymmetry among the salary ranges is accounted for. Examples of unmeasured causes for differences in annual salaries may include wage progression, one's longevity or level of seniority, education and professional experience as well as responsibilities in addition to or outside of the common role descriptions and/or SBDC network.

Population

State population data was added as comparisons in the report for two primary reasons. First, SBA uses state population as a factor in determining SBDC funding allocations. Second, state population likely plays a role in compensation.

Population Density

Population density is the state population per square mile of land area within its state borders. For salary considerations, this generally would be applicable for comparison of salaries with those from states with similar density because higher population density may be associated with higher wages and vice versa. States with more urban areas will tend to have higher population densities than rural states. Therefore, population density can be used as an estimate of urbanization. Population density is also relevant as a point of comparison since it disregards the geographical size of the state.

Regional Price Index

Regional Price Parity (RPP) is an index which refers to regional price levels expressed as a percentage of the overall national price level of a given year. Values that are greater than 100 represent state prices higher than the national average and those that are less than 100 represent prices lower than the national average. Price levels are determined by the average prices for a mix of goods and services as paid by consumers in each region. It is used to compare buying power across the 50 states and 4 U.S. territories. Buying power and salaries are generally considered to be correlated.

Number of Small Businesses

The number of small businesses in a state is relevant to SBDC performance goals and performance goals are likely a determinant of compensation.

Frequency of Reported Salaries

The number of salaries are reported by region, state, and position in order to help gauge whether the statistics reported are representative of the salary of interest. Unsurprisingly, the Center Director and Business Advisor positions have significantly more entries than any other positions. Due to excessive variability, tiers were created for reporting of these positions.

How to Use This Report

This section provides guidance on how to utilize and interpret the State Profiles, Boxplots, and Tiers in this report through a specific example. For our example, let's say we are a Regional Director in California analyzing the Center Director positions.

State Profiles

Knowing our local market and communities best, we may conclude that California's state characteristics are markedly different from other states in our SBA Region. Using the state profiles, we can instead compare data with states that are more similar to ours. The State Profile data includes Population, Population Density, Regional Price Parity, and Total Number of Small Businesses.

Geographic Area	Population	Population Density	RPP	Small Businesses	Population Quartile	Population Density Quartile	RPP Quartile	Small Businesses Quartile
Alabama	4779736	94.4	86.6	392939	3	2	1	3
Alaska	710231	1.2	105.4	71841	1	1	4	1
Arizona	6392017	56.3	95.9	553779	3	2	2	3
Arkansas	2915918	56.0	86.9	247018	2	2	1	2
California	37253956	239.1	114.4	3941201	4	3	4	4

We may conclude that our state is different from the rest in our Region because it is more densely populated. We can refer to the Population Density Quartile for our state on the State Profiles table (highlighted below) and see that California is categorized in the third quartile. This tells us that, if we were to order all the state population densities and split them into 4 equal groups, our state's population density falls in the third, 50-75%, grouping of all the states. Therefore, the states in this quartile are similar to ours in terms of population density.

Geographic Area	Population	Population Density	RPP	Small Businesses	Population Quartile	Population Density Quartile	RPP Quartile	Small Businesses Quartile
Alabama	4779736	94.4	86.6	392939	3	2	1	3
Alaska	710231	1.2	105.4	71841	1	1	4	1
Arizona	6392017	56.3	95.9	553779	3	2	2	3
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California	37253956	239.1	114.4	3941201	4	3	4	4

Boxplots

Now that we know our population density quartile, we can look at the "Salaries for State Population Density – Quartile 3" graph (below). Since we are considering the Center Director position in this example, we focus on the golden-brown boxplot labeled "Center Director." The horizontal line in the middle of the box represents the median salary for the Center Directors of states within the third quartile, which is a little over $70,000. This tells us that 50% of the salaries in our quartile are above $70,000 and 50% are below. Additionally, 50% of all reported salaries are in the golden-brown box range as well. This tells us that half the salaries are between $60,000 and $85,000. There is a large spread in the Center Director position salaries (i.e. there is a significant range between the smallest and largest salary). In fact, the Center Director position for quartile 3 has the largest difference between the highest and lowest salaries for the position. There are also quite a few outliers (dots) on the boxplot, so we know that there is a lot of variance in salaries for this position that is not explained by the population density quartile.

Salaries for State Population Density - Quartile 3
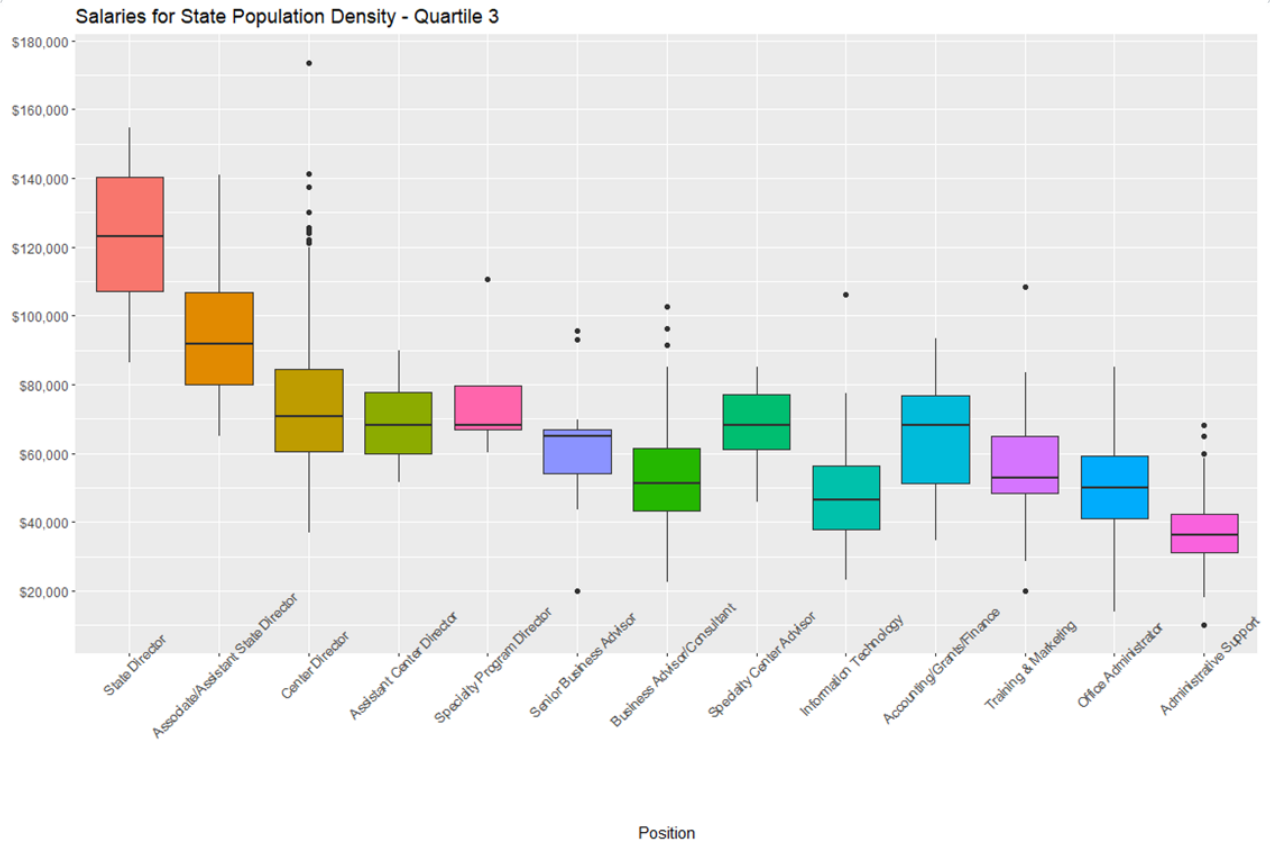
We may also wish to compare the Population Density quartiles for the Center Director position side-by-side, rather than comparing the positions within quartile 3. For this we would refer to the "Salary by Population Density Quartiles – Center Director" graph.

Salary by Population Density Quartiles - Center Director
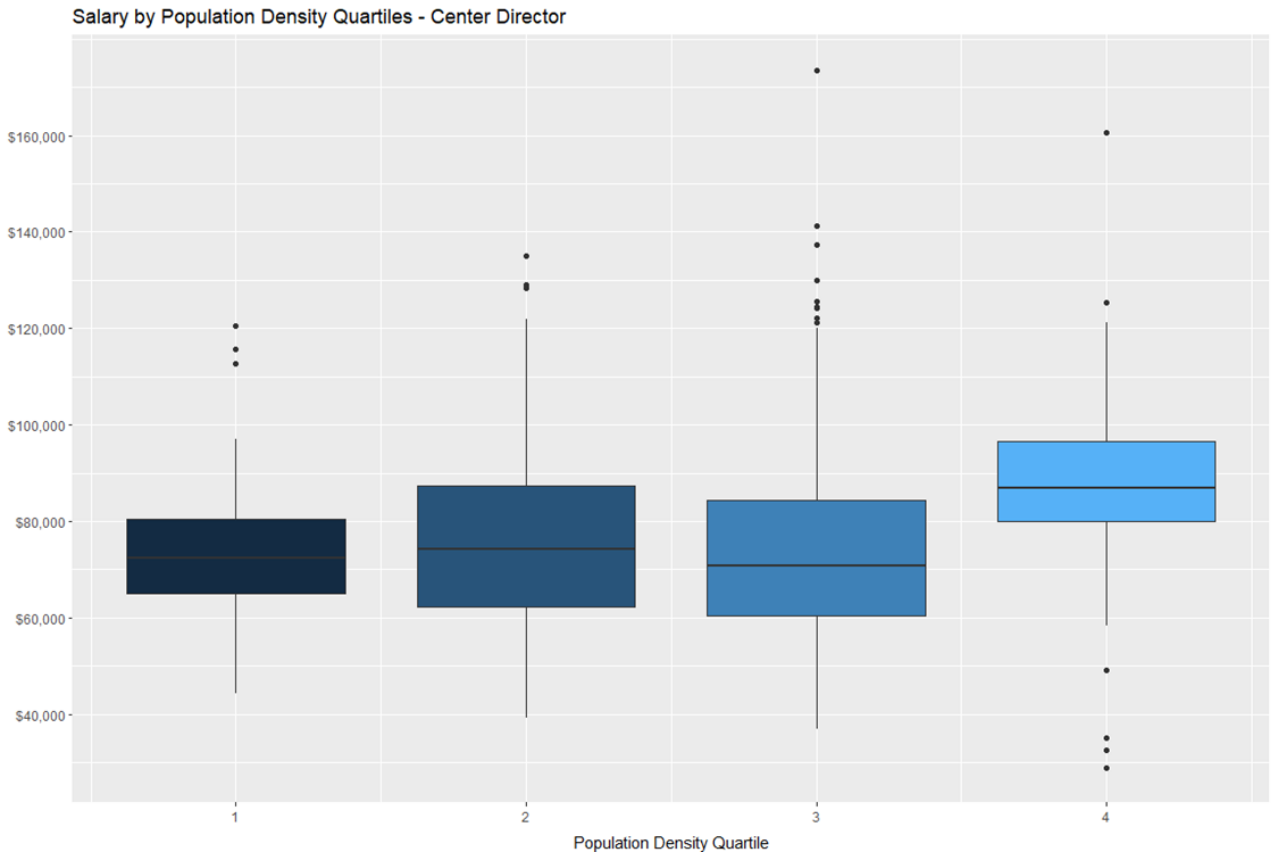
For this graph, data for all Center Directors is presented. Again, for our example, we are interested in Center Directors from states with Population Densities in quartile 3. The third boxplot (above the number 3) contains the exact same information as the golden-brown boxplot in the previous graph. However, we can compare it to the other quartiles easily in this presentation. We can see that, generally, the Center Director salaries do appear to increase with population density, with exception of the third graph, which has more variance than the others. At this point, using the same procedures, we may want to consider other state data for additional comparisons in order to better understand the salaries for this position.

Tiers

After looking at the "Salary by SBA Region – Center Directors" and State Profile data, we notice that there is quite a lot of variance in the graphs. This report splits Center Director and Business Advisor/Consultant positions into tiers. The Tier number refers to whether or not a salary falls within 1 standard deviation of the mean. If they do, they are in Tier 1. If they are above one standard deviation of the mean, they are in Tier 2. If they are below one standard deviation of the mean, they are in Tier 3. For more information on how tiers were constructed, refer to the Reporting section.

After comparing the graphs, we notice that our relevant boxplots tend to be higher than the others. In this example, we might choose to then review Tier 2 for Center Directors in California. We would refer to the "Center Director – Tier 2" graph and see that every statistic (minimum, median, maximum, etc.) is higher for Region 9 than any other Region. Also, the outlier for this Region is very extreme. This data provides us with relevant information to take into consideration when hiring for the Center Director position.

Center Director - Tier 2
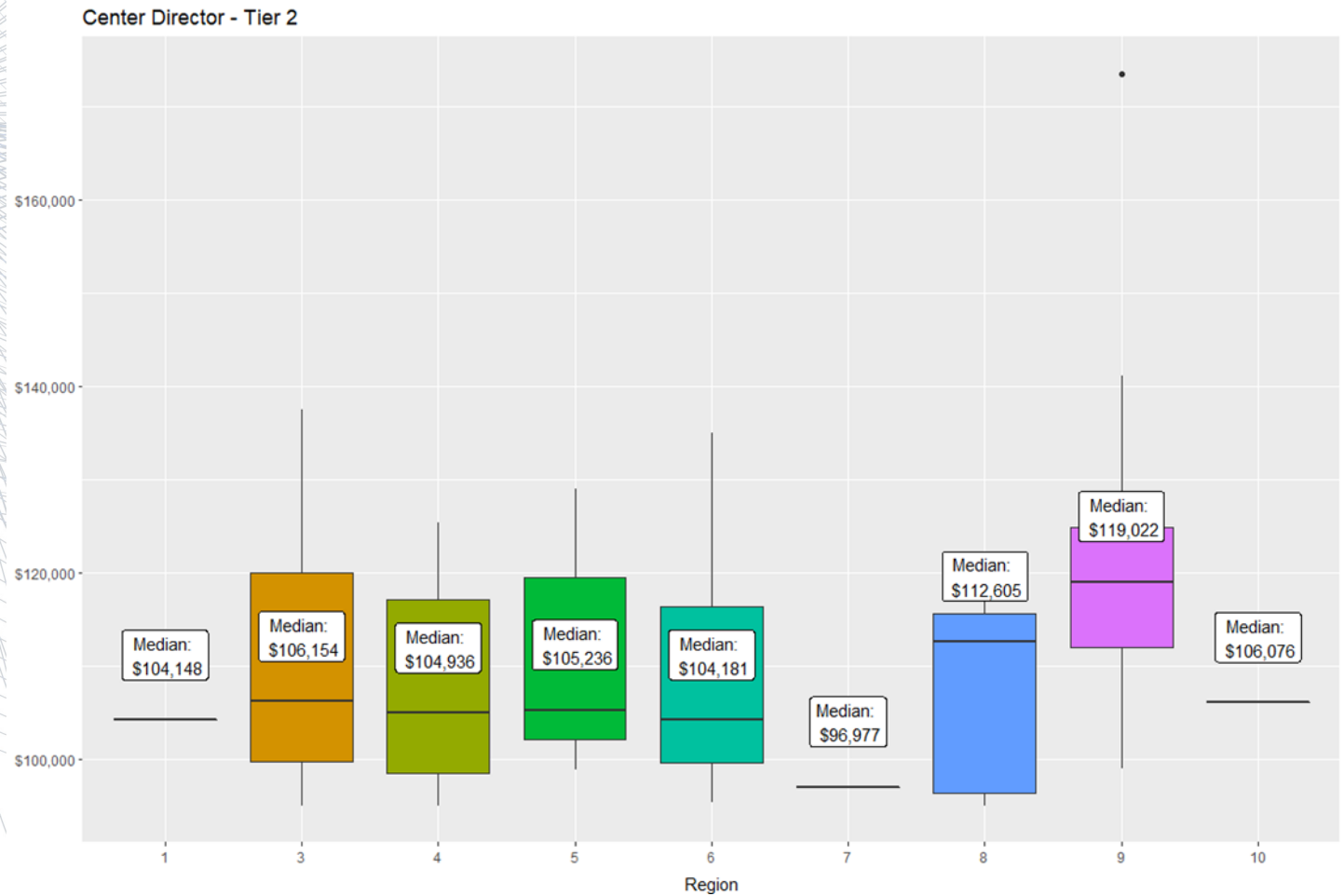
Statistics Terminology

Central Tendency

In a disperse set of numbers, central tendency refers to a center or middle value of the distribution. It is often described by the mean, median, or mode. There are advantages and disadvantages for each of these representations of central tendency.

Maximum

The largest value in a set of numbers.

Mean

The sum of a set of numbers, divided by the number of values in the list. Often referred to as the average of a set of numbers.

Median

The median is the middlemost value of a sorted set of numbers arranged in order from least to greatest. This unit of measurement is the number at which exactly half of all values lie below and above the central value.

Minimum

The smallest value in a set of numbers.

Normal Distribution

A normal distribution represents the dispersion of data with the probability of a random variable (salary) falling within a particular set of values. 68% of the values are likely to lie within one standard deviation σ away from the mean, about 95% of the values lie within two standard deviations and about 99.7% are within three standard deviations.

Percentile

The pth percentile of a list is the smallest number such that at least p% of the numbers in the list are no larger than it. Often referred to as the percentage of numbers in a set that fall below a given mark. Each of the 100 different marks can be divided according to the distribution of a set of numbers arranged in order from least to greatest.

Quantile

The quantile is a measure of spread which separates a set of numbers into defined intervals. This unit of measurement is less affected by extreme values than equivalent measures of mean and standard deviation.

Range

The area between the least and greatest values in a set of numbers.

Standard Deviation

The standard deviation expresses the variability among a set of numbers. It is the root-mean-square of the set of deviations between each element of the set and the mean of the set. Often referred to as a measure of the value spread.

SBA Regions

The state networks that submitted salary data are organized by SBA region below:

Region I: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Region II: New Jersey, Virgin Islands

Region III: District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, West Virginia

Region IV: Alabama, Florida, Georgia, Kentucky, Mississippi, South Carolina, Tennessee

Region V: Illinois, Michigan, Minnesota, Ohio, Wisconsin

Region VI: Arkansas, Louisiana, Oklahoma, Texas (Gulf Coast, North, Northwest, Southwest TX Border)

Region VII: Iowa, Kansas, Nebraska

Region VIII: Colorado, North Dakota, South Dakota, Utah, Wyoming

Region IX: Arizona, California (Central, Los Angeles, Northern, San Diego), Pacific Islands/Guam, Hawaii

Region X: Idaho, Oregon, Washington

State networks that did not respond to requests for information include Alaska, American Samoa, California – Orange County/Inland Empire, Indiana, Missouri, New Mexico, New York, North Carolina and Puerto Rico.

Job Classifications

Job titles and salaries produced by the SBDC networks were numerous and varied. A list was produced from the SBDC key personnel data that was submitted. A second list was created to condense the categories for data processing purposes.

State Director Job Classifications include:
Executive/Executive State Director
State/State Network/Regional/Managing Director

Associate/Assistant State Director Job Classifications include:
Assistant State Director/Manager
Associate State/Network/Regional Director
Deputy Director
Director of Operations

Center Director Job Classifications include:
Area/District/Regional Director or Manager
Center/Executive Director or Manager
Program(s) Director/Manager
Regional Center Director/Manager
SBDC Director, SBDC Center Director
Senior Director

Assistant Center Director Job Classifications include:
Assistant/Associate Center Director, Assistant/Associate Director, Assistant SBDC Director
Associate Director – International Trade
Director, Business & Communication Services
Project Director
Senior Associate Director
Sub Center Director
Unit Associate Director

Director of Specialty Program Job Classifications include:
Consulting Manager
Director of Business Sustainability
Director of Government
Director of Procurement
Director of Tech/Communications Services
Engineering Manager
ITC Director
Market Research Manager
PTAC Program Manager
SBIR/STTR Program Manager
Strategic Programs Manager
Technology Innovation/Commercialization Director

Senior Business Advisor Job Classifications include:
Business Client Supervisor
Business Development and Project Manager
Lead Business Analyst
SBDC Manager/Navigator/Supervisor
Senior Advisor, Senior Business Advisor/Analyst/Consultant/Counselor/Field Advisor
Senior Consultant/Development Specialist
Senior Financial Management Consultant

Senior IBDS, Senior International Trade Advisor
Senior Management Consultant

Business Advisor Job Classifications include:
Advisor, Associate Advisor, Junior Advisor
Business Advisor/Analyst/Case Manager/Coach/Consultant
Business/Economic Development Specialist
Certified Business Advisor
Counselor/Consultant
Consulting Manager/Coordinator
Growth/Innovation/Intake Consultant
International Trade Specialist
Management Consultant/Specialist
Minority Outreach Consultant/Manager
Outreach Coordinator/Specialist
Project Assistant/Consultant/Coordinator/Manager/Specialist
Retail Program Manager
Small Business Counselor/Specialist
Special Projects Coordinator
Specialist/SBDC Specialist
Service Center/Business Advisor
Startup Business Consultant/Specialist
Technology Business Consultant, Technology Commercialization Consultant
Trade Advisor

Specialty Center Advisor Job Classifications include:
Business Growth Team Manager
Export Assistance Advisor
Global Trade Manager
Government Sales Advisor
International Trade Counselor/Manager/Specialist
Incubator Manager
Procurement Counselor/Specialist
Regional Alumni Manager
Research Analyst/Assistant/Advisor/Librarian
Specialty Programs Manager

Information Technology Job Classifications include:
Biznet Coordinator
Communications Assistant/Coordinator/Manager/Specialist
Cyber Security Awareness Program Specialist
Data Analyst/Coordinator/Manager/Specialist
IT Administrator/Developer/Manager/Specialist
Information Processing Specialist, Information Research Tech
GIS Analyst
Manager Technology Business/Info Services
Microsystems Analyst
MIS Coordinator/Manager
Mobility Technology Lead
Network Technician
Programmer
Publications and Web Manager
Tech Team Manager
Technician
Technology Specialist/Support

Unit Manager
Web Design/Editor/Specialist

Accounting, Grants, & Finance Job Classifications include:
Accountant
Accounting Clerk/Specialist
Business Administrator/Analyst/Manager
Business Services Director/Manager
Compliance and Reporting
Contracts and Performance Manager
Director of Finance/Capital Acquisition
Financial Admin/Analyst/Assistant/Coordinator/Director/Manager
Fiscal Admin/Manager/Specialist/Technician
Grants Coordinator/Director/Manager
Grant and Financial Coordinator, Grants and Contracts Director
Network Analyst/Coordinator
Program and Grant Manager

Training & Marketing Job Classifications include:
Advisor Training Coordinator
Business Training Coordinator
Communications and Training Director/Specialist
Community Advisor/Manager/Specialist
Education and Communications Director
Events Manager
Graphic Designer
Marketing, Marketing Associate/Contractor/Coordinator/Director/Manager/Specialist
Media Manager
Network Marketing Coordinator
Outreach Coordinator/Project Coordinator, Public Relations Coordinator
Training Coordinator
Strategic Manager
Trainer, Training Coordinator/Manager/Specialist
Videography Specialist
Workshop Coordinator

Office Administrator Job Classifications include:
Administrative Manager
Business Coordinator/Support Director
Educational Program Coordinator
Office Coordinator/Supervisor/Manager
Operations Admin/Coordinator/Manager
Program Coordinator, Unit Coordinator

Administrative Support Job Classifications include:
Administrative Analyst/Staff/Support
Administrative Assistant/Associate/Coordinator/Counselor/Secretary/Specialist
Administrator
Clerical/Clerk
Client/Customer Services
Executive Assistant/Associate
Network Program Assistant
Office Assistant/Coordinator/Manager
Receptionist, Secretary
Staff Assistant/Support

State Profile Table

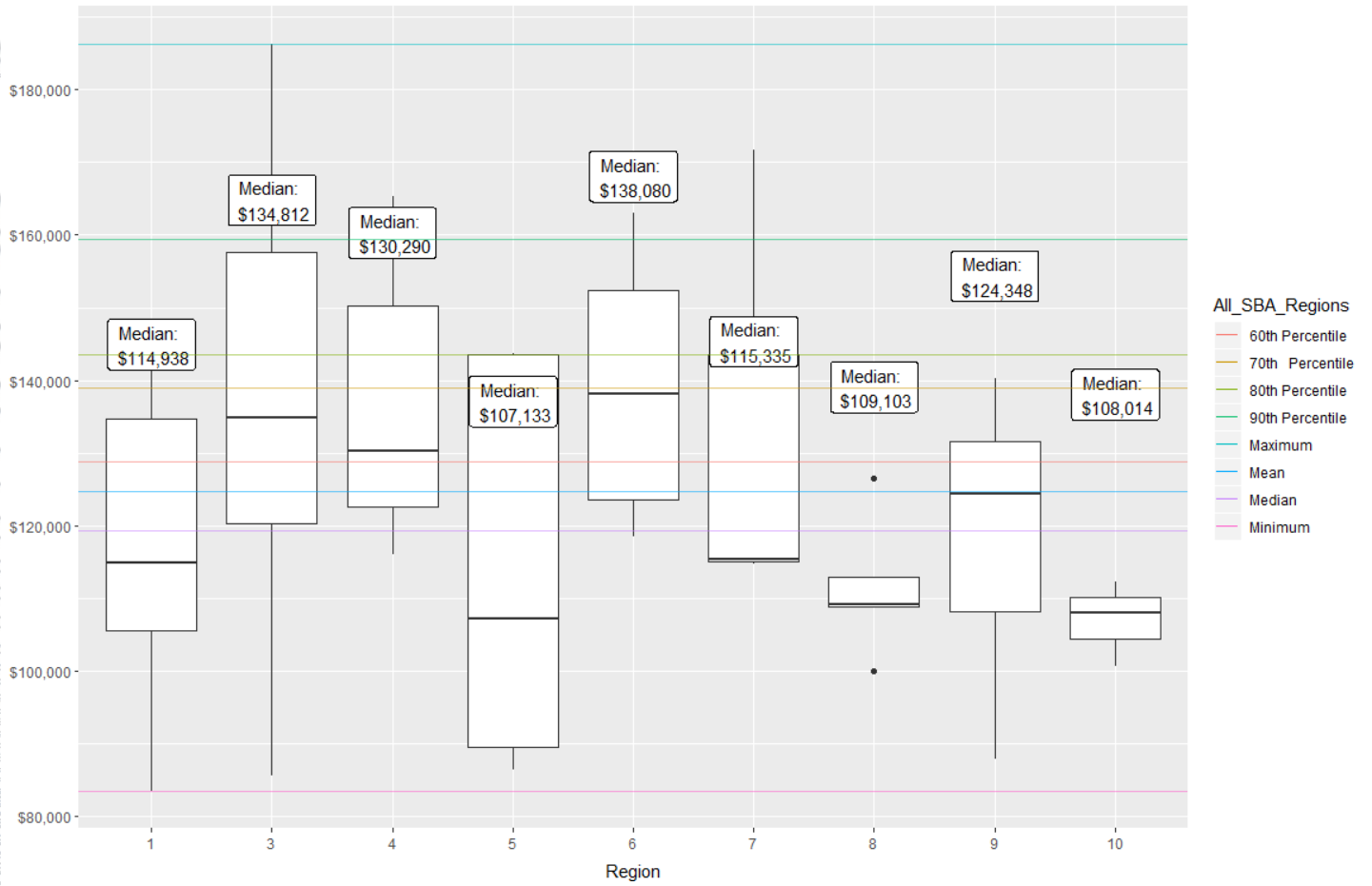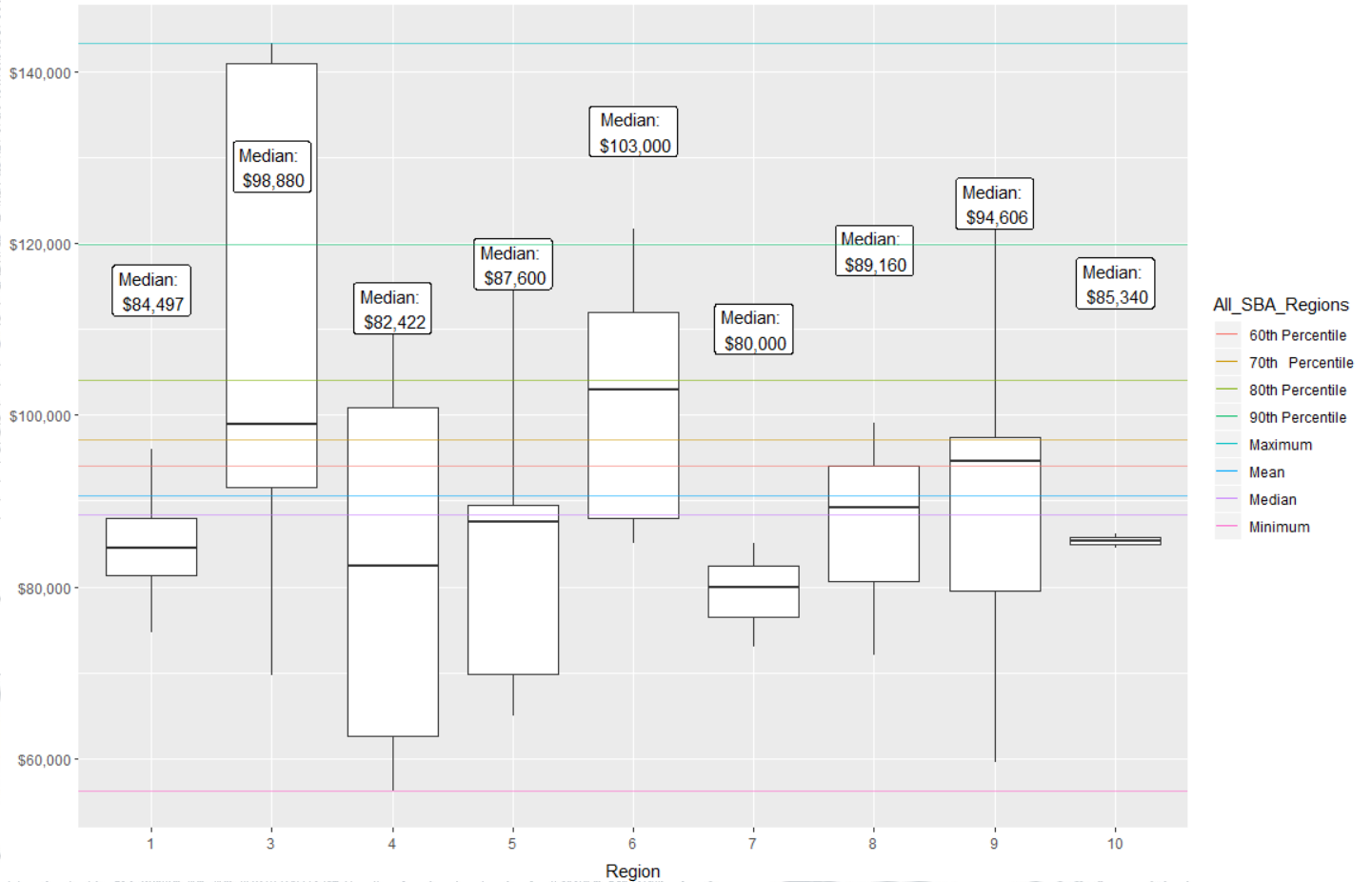| Geographic Area	Population	Population Density	RPP	Small Businesses	Population Quartile	Population Density Quartile	RPP Quartile	Small Businesses Quartile
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Arizona	6392017	56.3	95.9	553779	3	2	2	3
Arkansas	2915918	56.0	86.9	247018	2	2	1	2
California	37253956	239.1	114.4	3941201	4	3	4	4
Colorado	5029196	48.5	103.0	611495	3	1	4	3
Connecticut	3574097	738.1	108.7	342443	2	4	4	2
Delaware	897934	460.8	100.2	79417	1	4	3	1
District of Columbia	601723	9856.5	115.9	72837	1	4	4	1
Florida	18801310	350.6	99.7	2471260	4	4	3	4
Georgia	9687653	168.4	92.1	1041515	4	3	2	4
Hawaii	1360301	211.8	118.4	128863	2	3	4	1
Idaho	1567582	19.0	93.0	158426	2	1	2	2
Illinois	12830632	231.1	98.9	1219654	4	3	3	4
Indiana	6483802	181.0	90.3	508924	3	3	1	3
Iowa	3046355	54.5	90.2	267733	2	2	1	2
Kansas	2853118	34.9	90.5	251985	2	1	2	2
Kentucky	4339367	109.9	87.8	347159	3	3	1	2
Louisiana	4533372	104.9	90.4	437437	3	2	2	3
Maine	1328361	43.1	98.4	145536	1	1	3	1
Maryland	5773552	594.8	109.5	581712	3	4	4	3
Massachusetts	6547629	839.4	107.8	652661	3	4	4	3
Michigan	9883640	174.8	93.3	870301	4	3	2	4
Minnesota	5303925	66.6	97.5	513118	3	2	3	3
Mississippi	2967297	63.2	86.4	254598	2	2	1	2
Missouri	5988927	87.1	89.5	523459	3	2	1	3
Montana	989415	6.8	94.1	118315	1	1	2	1
Nebraska	1826341	23.8	90.5	172958	2	1	2	2
Nevada	2700551	24.6	97.4	254337	2	1	3	2
New Hampshire	1316470	147.0	105.9	133676	1	3	4	1
New Jersey	8791894	1195.5	113.2	861373	4	4	4	4
New Mexico	2059179	17.0	93.6	154257	2	1	2	2
New York	19378102	411.2	115.6	2143667	4	4	4	4
North Carolina	9535483	196.1	90.9	890398	4	3	2	4
North Dakota	672591	9.7	91.5	72723	1	1	2	1
Ohio	11536504	282.3	89.3	944797	4	3	1	4
Oklahoma	3751351	54.7	89.0	347165	2	2	1	2
Oregon	3831074	39.9	99.8	368308	3	1	3	2
Pennsylvania	12702379	283.9	98.4	1037737	4	3	3	4
Rhode Island	1052567	1018.1	99.6	99821	1	4	3	1
South Carolina	4625364	153.9	90.3	406536	3	3	1	3
South Dakota	814180	10.7	88.3	85252	1	1	1	1
Tennessee	6346105	153.9	90.2	589546	3	3	1	3
Texas	25145561	96.3	96.9	2627724	4	2	3	4
Utah	2763885	33.6	97.3	277140	2	1	3	2
Vermont	625741	67.9	101.6	77683	1	2	3	1
Virginia	8001024	202.6	102.3	723962	4	3	3	4
Washington	6724540	101.2	105.5	590908	4	2	4	3
West Virginia	1852994	77.1	87.6	114391	2	2	1	1
Wisconsin	5686986	105.0	92.8	448032	3	2	2	3
Wyoming	563626	5.8	96.7	65462	1	1	2	1
Guam	159358	759.6	NA	NA	1	4	NA	NA
Virgin Islands	106405	792.2	NA	NA	1	4	NA	NA
American Samoa	55519	726.2	NA	NA	1	4	NA	NA
Puerto Rico	3725789	1088.2	NA	NA	2	4	NA	NA

Salary Data by Position for all SBA Regions
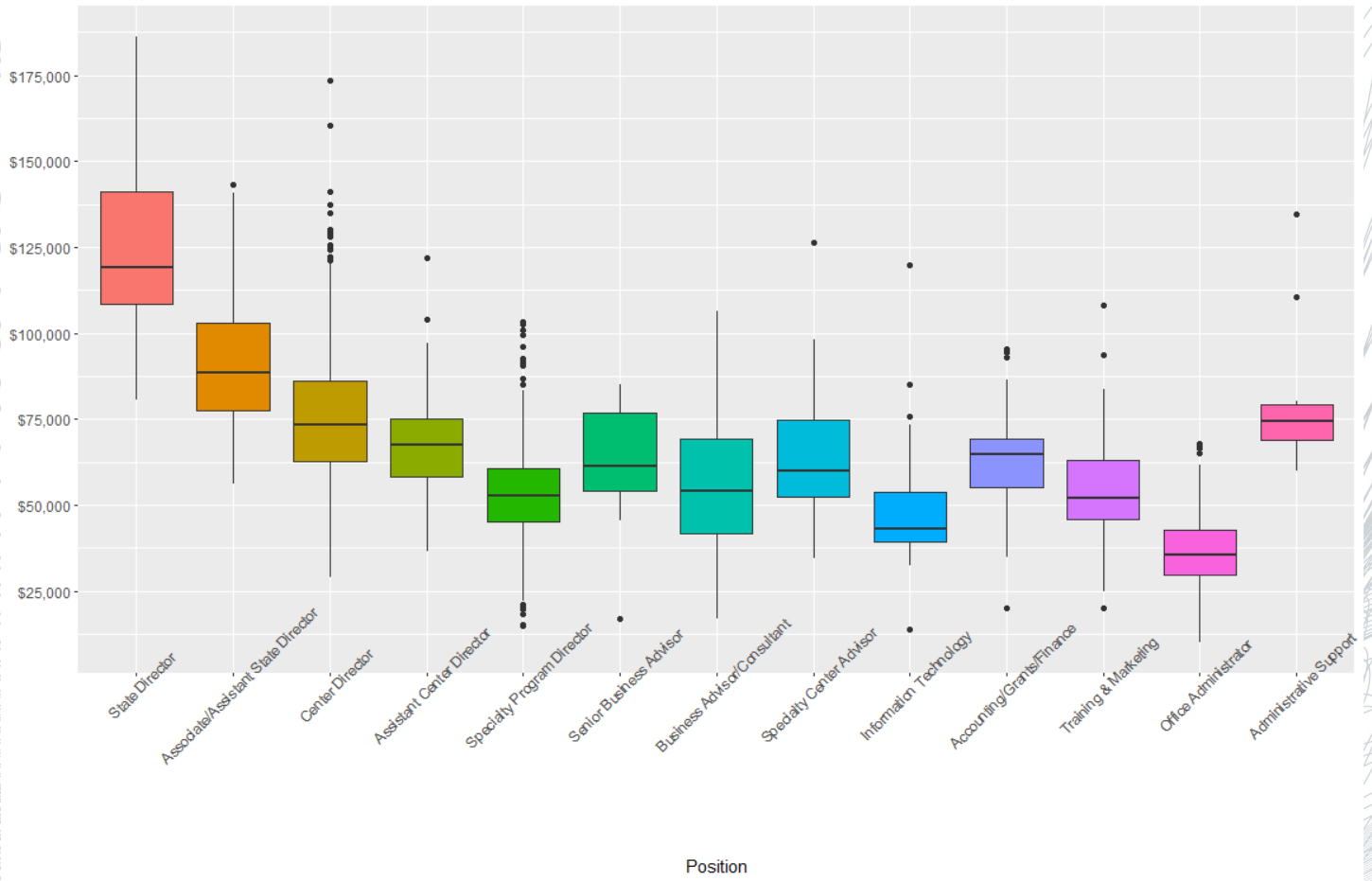
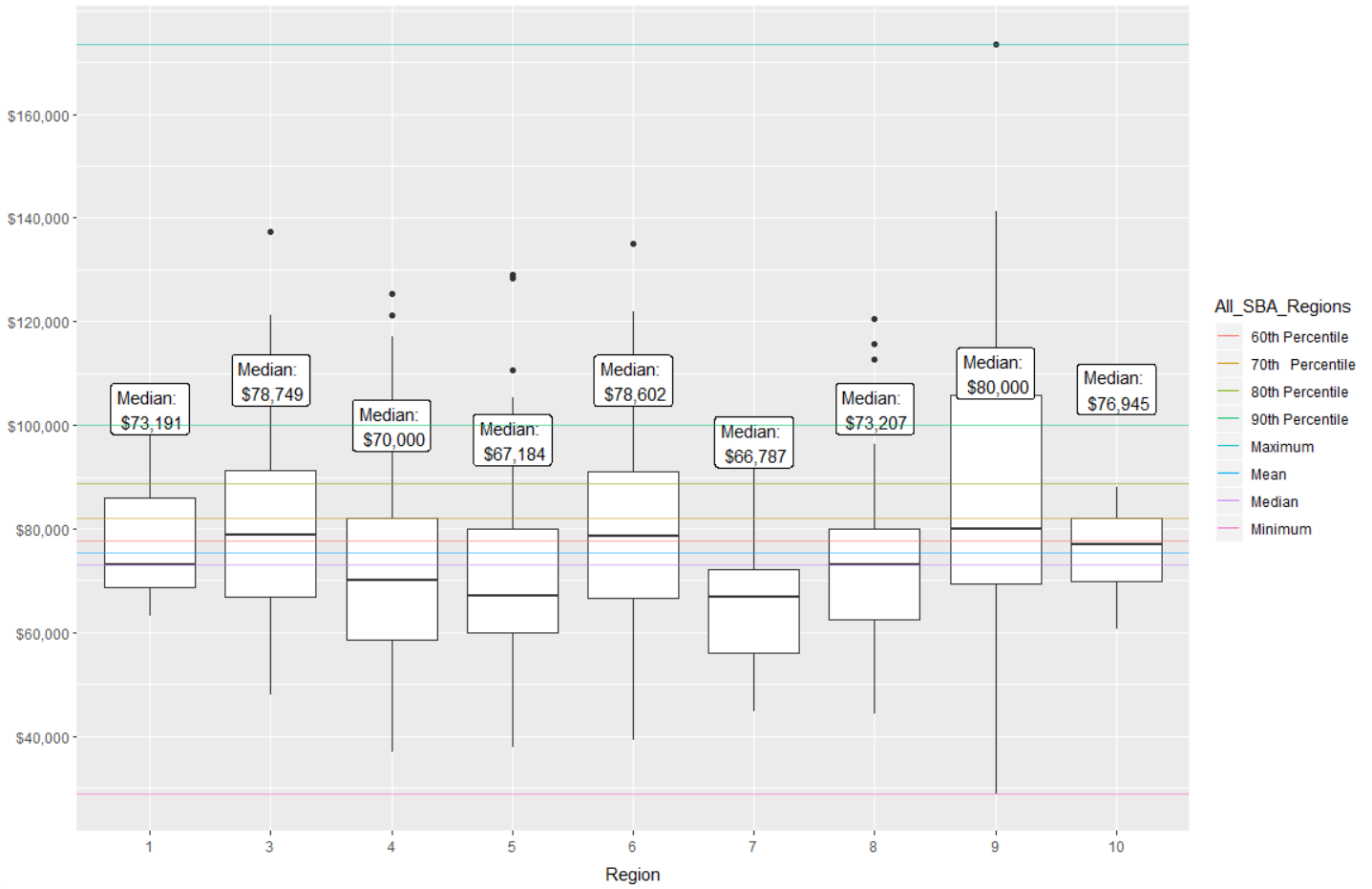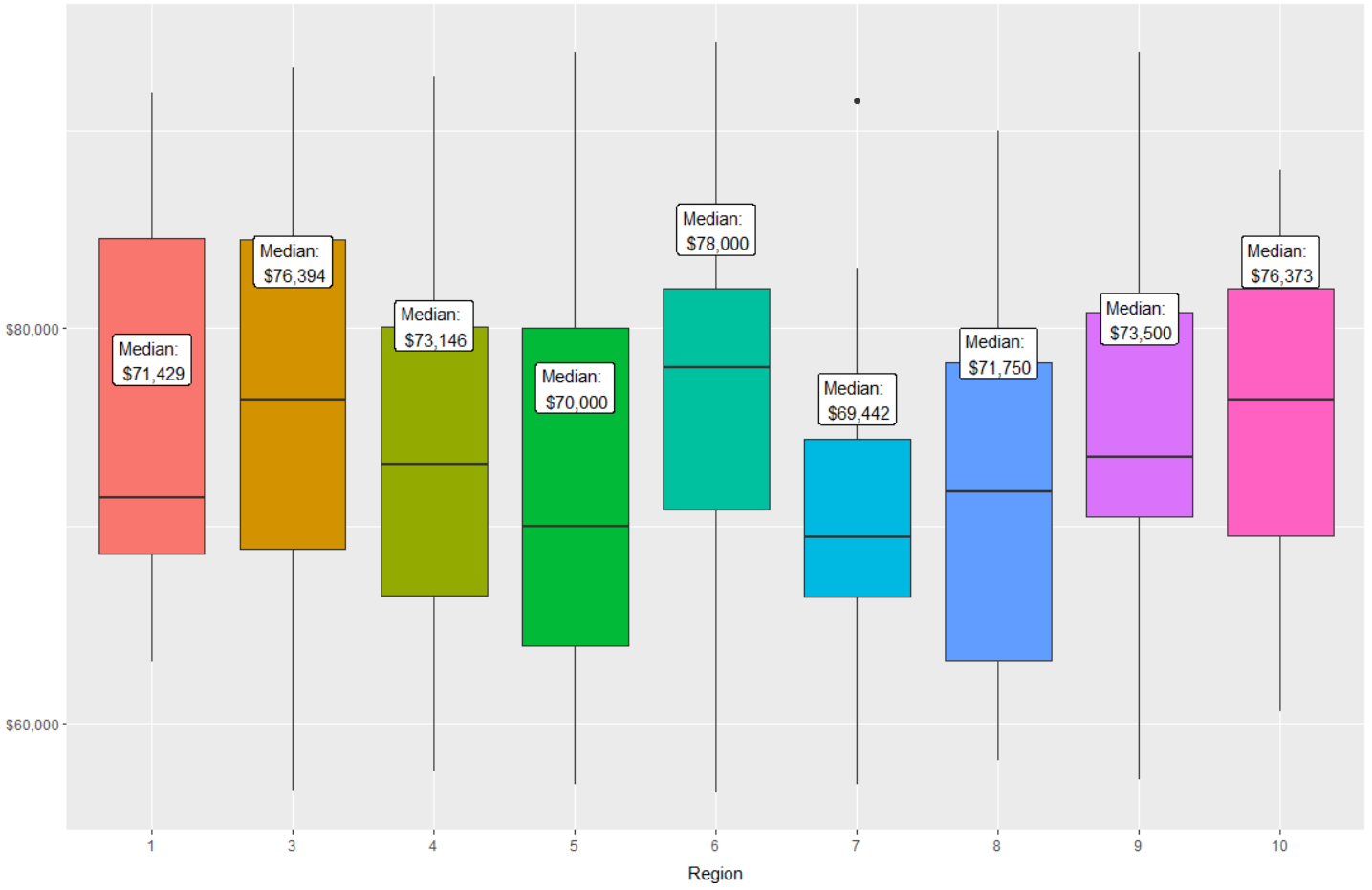## Salary Data by Region for all Positions
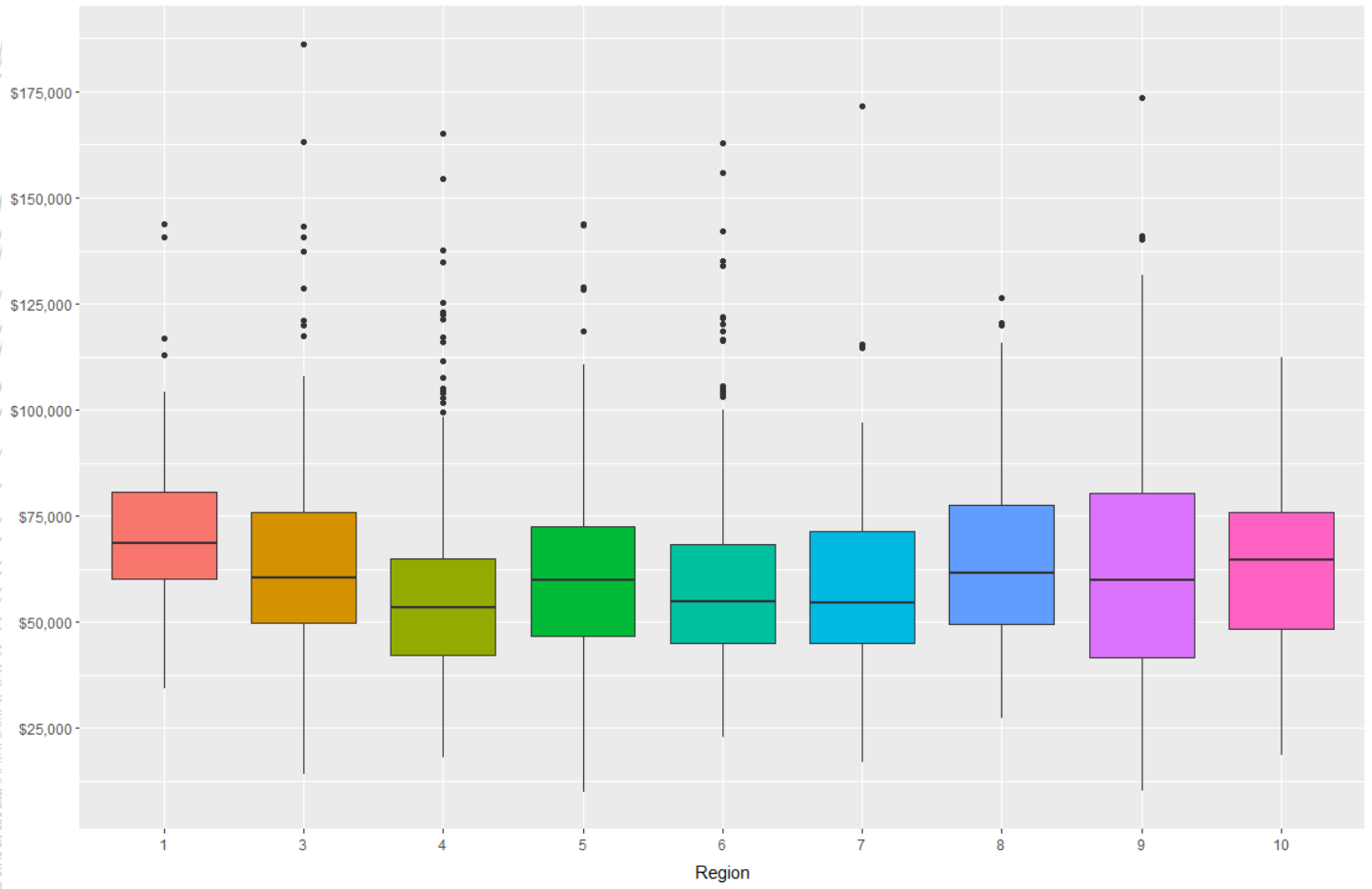
Salary by Region - State Director
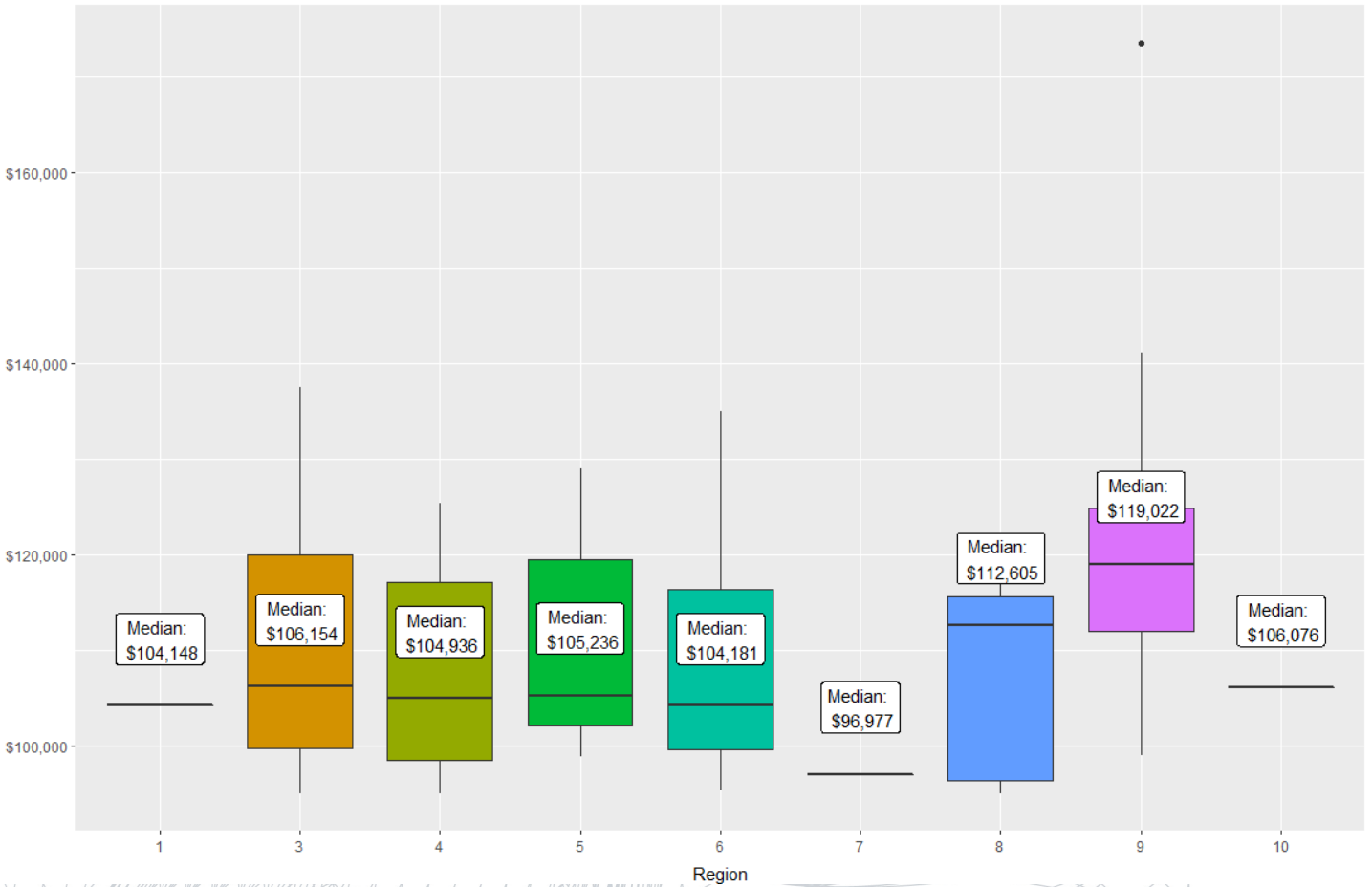

Salary by Region - Associate/Assistant State Director

Salary by Region - Center Director

Median: $73,191 (Region 1)
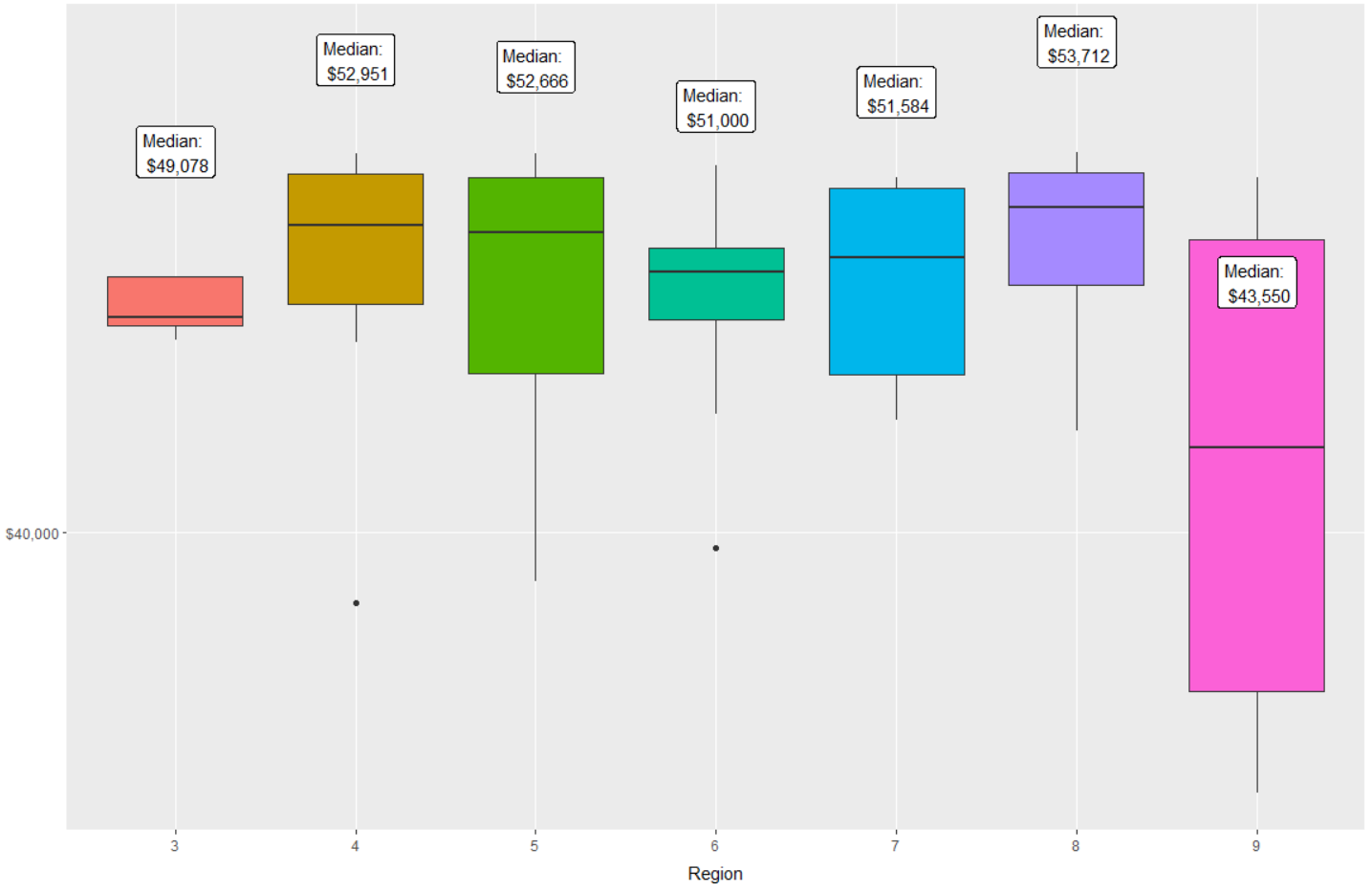Median: $78,749 (Region 3)
Median: $70,000 (Region 4)
Median: $67,184 (Region 5)
Median: $78,602 (Region 6)
Median: $66,787 (Region 7)
Median: $73,207 (Region 8)
Median: $80,000 (Region 9)
Median: $76,945 (Region 10)

All_SBA_Regions
- 60th Percentile
- 70th Percentile
- 80th Percentile
- 90th Percentile
- Maximum
- Mean
- Median
- Minimum

Region

Center Director - Tier 1

Region

Median:
$71,429

Median:
$76,394

Median:
$73,146

Median:
$70,000

Median:
$78,000

Median:
$69,442

Median:
$71,750

Median:
$73,500

Median:
$76,373

$80,000

$60,000

1   3   4   5   6   7   8   9   10

Center Director - Tier 2

Region

Median:
$104,148

Median:
$106,154

Median:
$104,936

Median:
$105,236

Median:
$104,181

Median:
$96,977

Median:
$112,605

Median:
$119,022

Median:
$106,076

$160,000

$140,000

$120,000

$100,000

1   3   4   5   6   7   8   9   10

Center Director - Tier 3

Median: $49,078

Median: $52,951

Median: $52,666

Median: $51,000

Median: $51,584

Median: $53,712

Median: $43,550

$40,000

3   4   5   6   7   8   9

Region

Salary by Region - Assistant Center Director

Median: $67,397
Median: $61,276
Median: $73,000
Median: $73,104
Median: $56,942
Median: $62,562
Median: $83,454
Median: $70,116

All_SBA_Regions
— 60th Percentile
— 70th Percentile
— 80th Percentile
— 90th Percentile
— Maximum
— Mean
— Median
— Minimum

Region

Salary by Region - Specialty Program Director

Median: $103,336
Median: $95,134
Median: $66,800
Median: $67,528
Median: $72,960
Median: $77,256
Median: $68,000

All_SBA_Regions
— 60th Percentile
— 70th Percentile
— 80th Percentile
— 90th Percentile
— Maximum
— Mean
— Median
— Minimum

Region

Salary by Region - Senior Business Advisor

Median: $71,158
Median: $65,461
Median: $66,516
Median: $50,250
Median: $58,124
Median: $74,659
Median: $66,837

All_SBA_Regions
- 60th Percentile
- 70th Percentile
- 80th Percentile
- 90th Percentile
- Maximum
- Mean
- Median
- Minimum
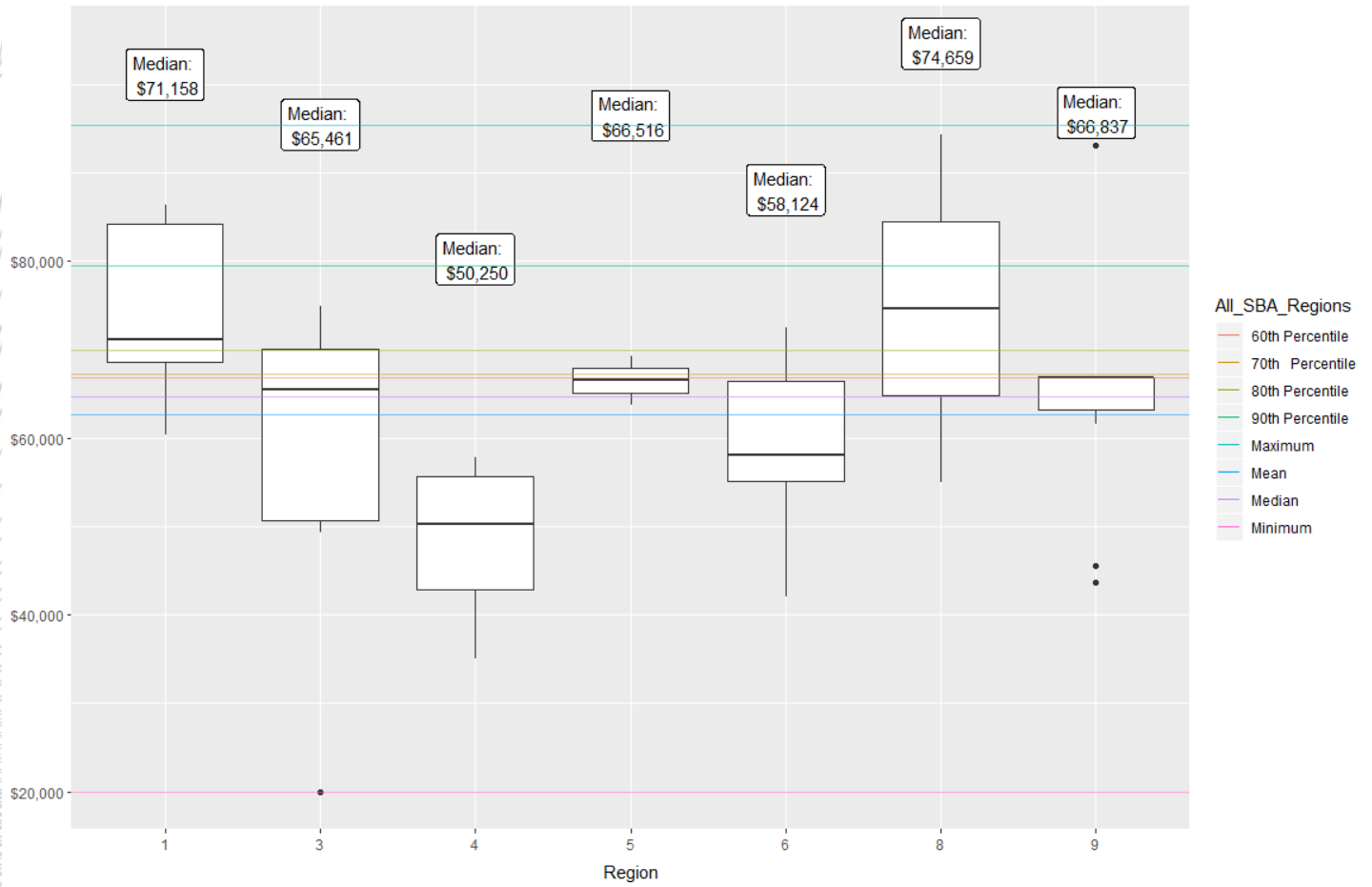
Region

Salary by Region - Business Advisor/Consultant

Median: $66,149
Median: $55,217
Median: $51,000
Median: $52,618
Median: $51,096
Median: $49,358
Median: $55,022
Median: $50,000
Median: $58,203

All_SBA_Regions
- 60th Percentile
- 70th Percentile
- 80th Percentile
- 90th Percentile
- Maximum
- Mean
- Median
- Minimum

Region

8
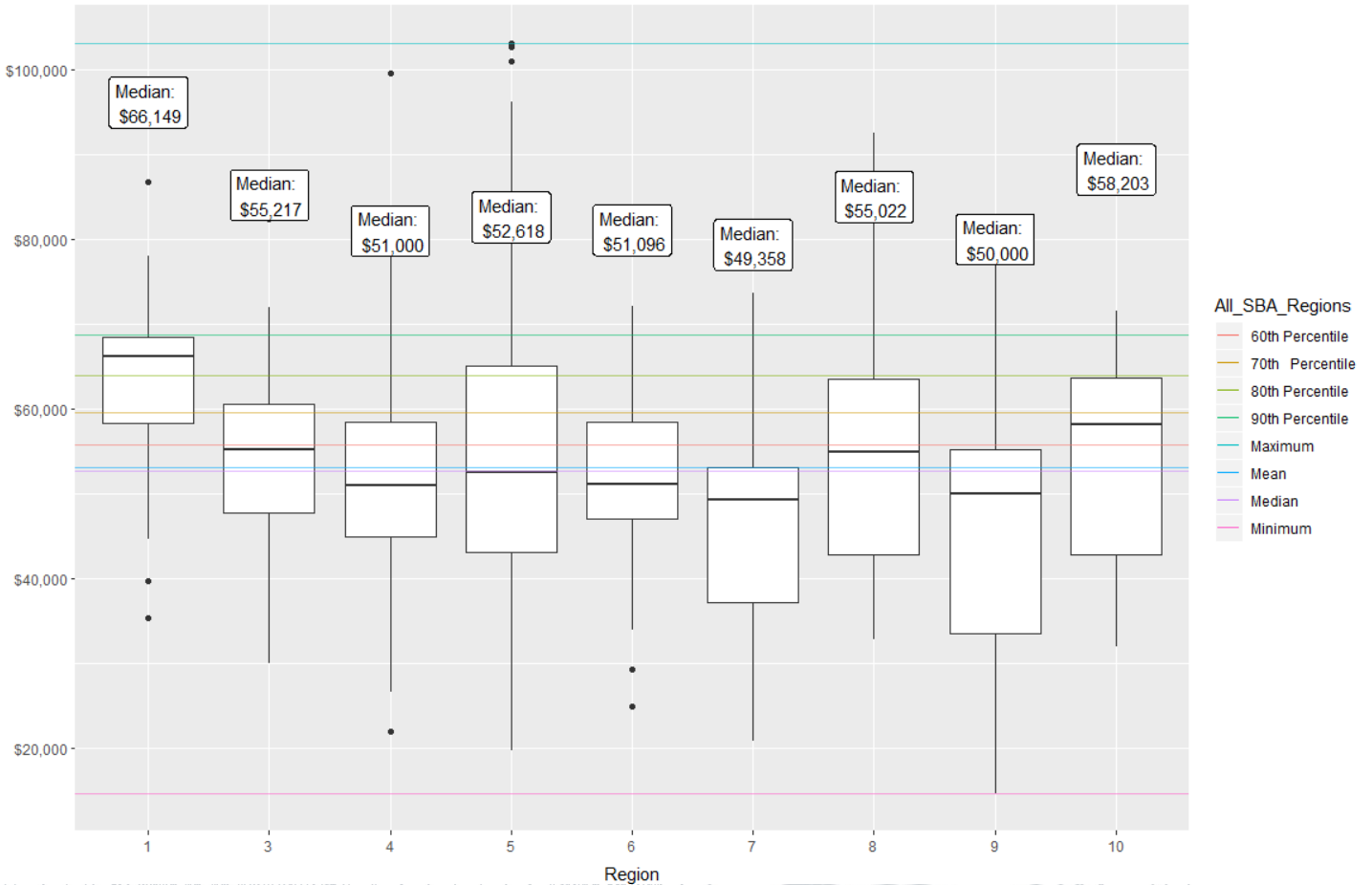
Business Advisor/Consultant - Tier 1
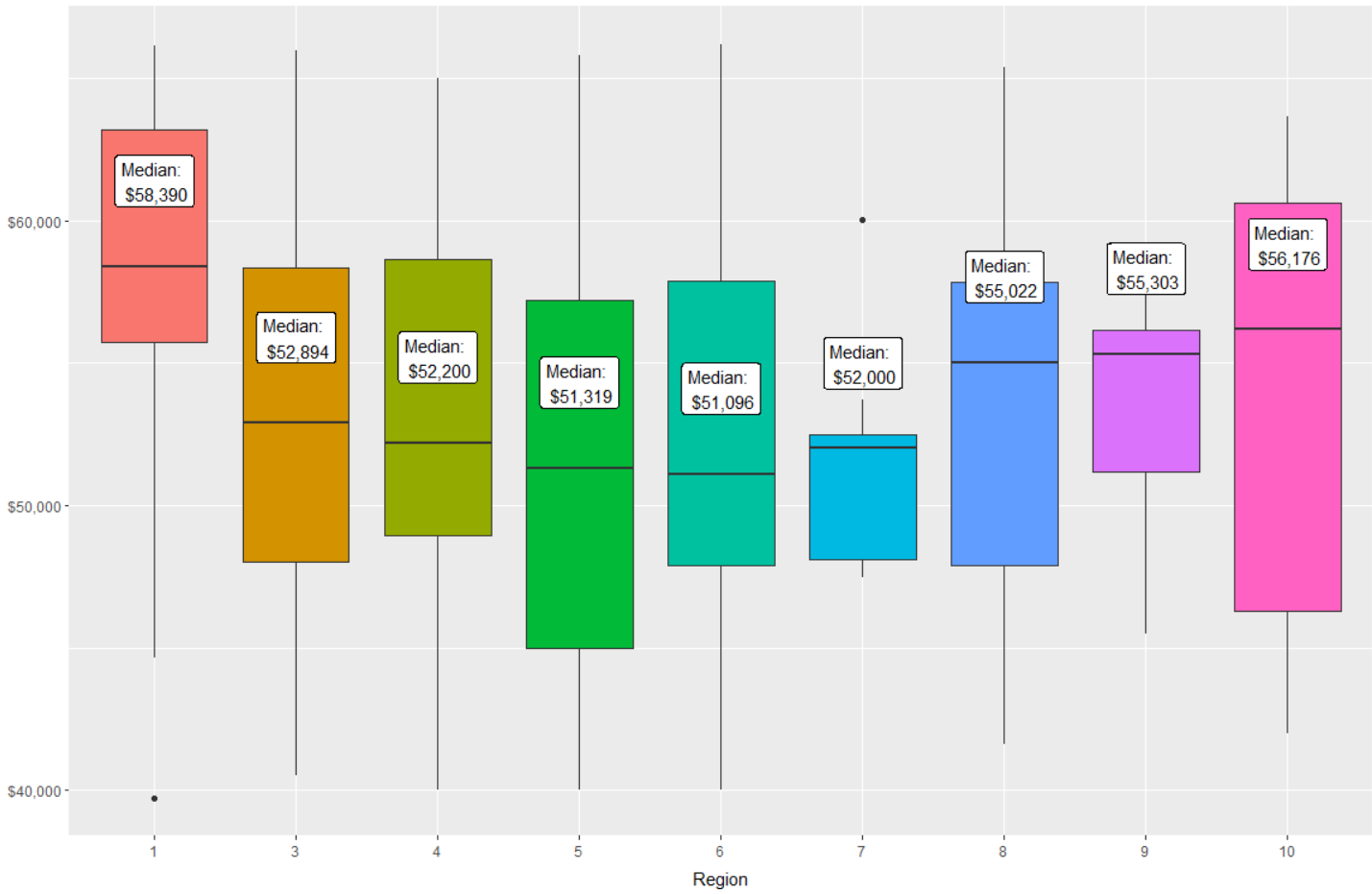
Business Advisor/Consultant - Tier 2

Business Advisor/Consultant - Tier 3

Box plot showing salary distributions by Region:
- Region 1: Median: $35,360
- Region 3: Median: $33,488
- Region 4: Median: $32,234
- Region 5: Median: $31,513
- Region 6: Median: $34,684
- Region 7: Median: $35,517
- Region 8: Median: $35,920
- Region 9: Median: $21,500
- Region 10: Median: $36,000

Y-axis: $20,000, $30,000

X-axis: Region
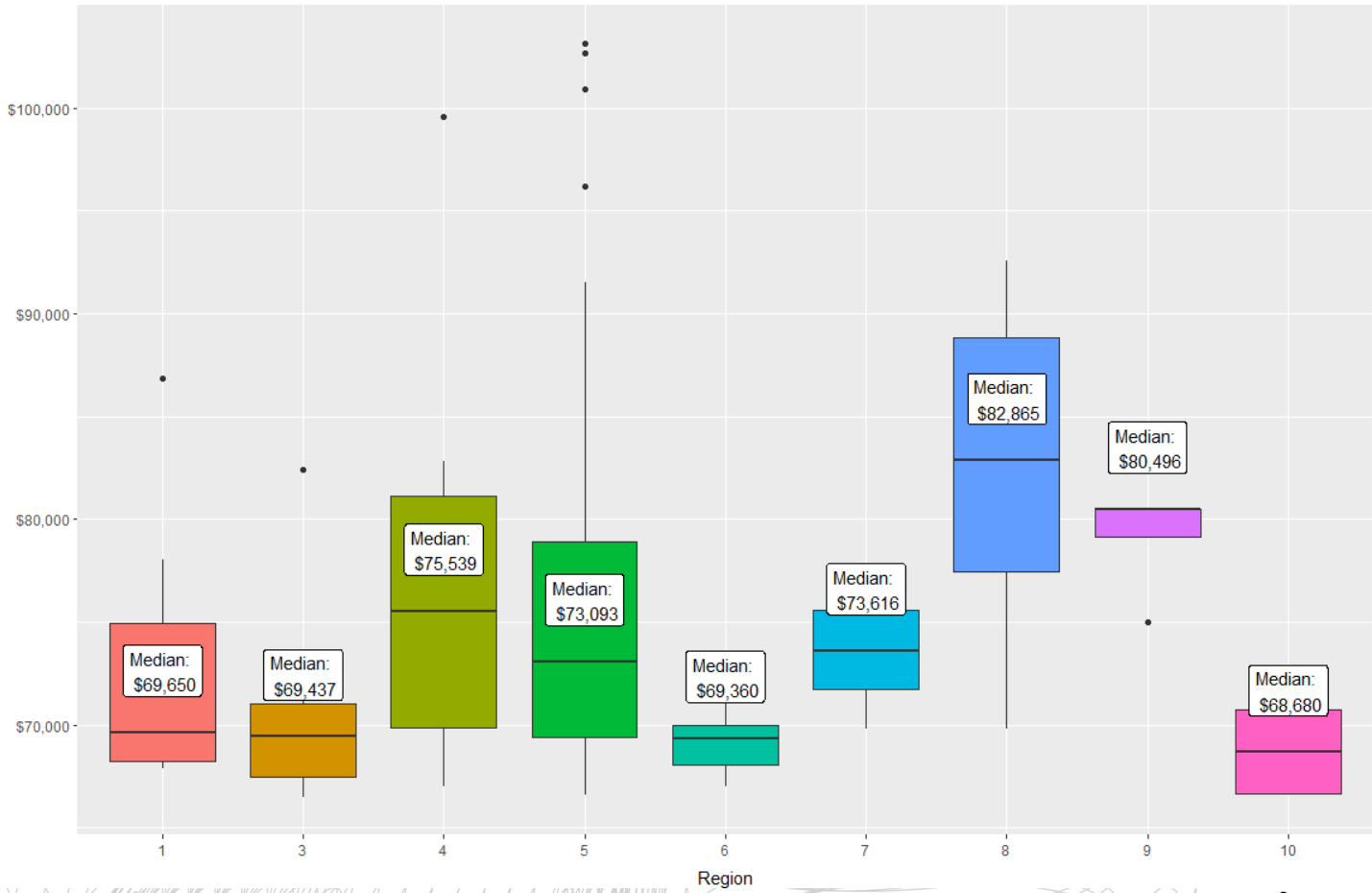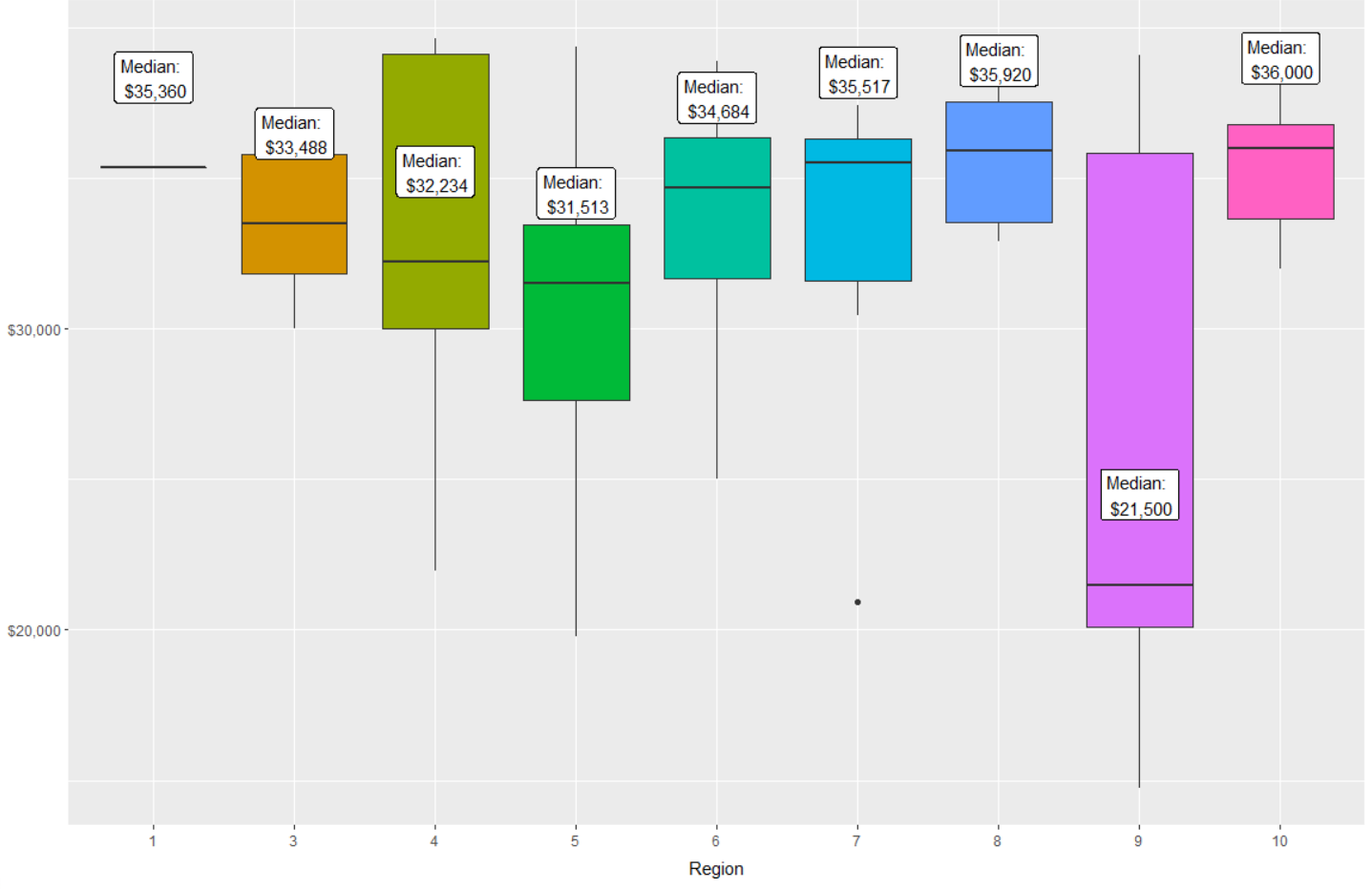
Salary by Region - Specialty Center Advisor

Median: $81,548

Median: $69,001

Median: $57,361

Median: $68,289

Median: $77,005

Median: $50,412

Median: $17,068

All_SBA_Regions
- 60th Percentile
- 70th Percentile
- 80th Percentile
- 90th Percentile
- Maximum
- Mean
- Median
- Minimum

Salary by Region - Information Technology

Median: $62,598

Median: $74,579

Median: $38,813

Median: $63,179

Median: $53,294

Median: $53,000

Median: $55,757

Median: $78,340

All_SBA_Regions
- 60th Percentile
- 70th Percentile
- 80th Percentile
- 90th Percentile
- Maximum
- Mean
- Median
- Minimum

11

Salary by Region - Accounting/Grants/Finance

Median: $57,267 (Region 1)
Median: $56,931 (Region 3)
Median: $53,598 (Region 4)
Median: $77,910 (Region 5)
Median: $63,242 (Region 6)
Median: $53,761 (Region 7)
Median: $57,000 (Region 8)
Median: $60,000 (Region 9)
Median: $50,430 (Region 10)

All_SBA_Regions
— 60th Percentile
— 70th Percentile
— 80th Percentile
— 90th Percentile
— Maximum
— Mean
— Median
— Minimum

Salary by Region - Training & Marketing

Median: $62,150 (Region 1)
Median: $45,939 (Region 3)
Median: $50,120 (Region 4)
Median: $57,768 (Region 5)
Median: $48,900 (Region 6)
Median: $55,000 (Region 7)
Median: $52,000 (Region 8)
Median: $57,500 (Region 9)
Median: $50,295 (Region 10)

All_SBA_Regions
— 60th Percentile
— 70th Percentile
— 80th Percentile
— 90th Percentile
— Maximum
— Mean
— Median
— Minimum
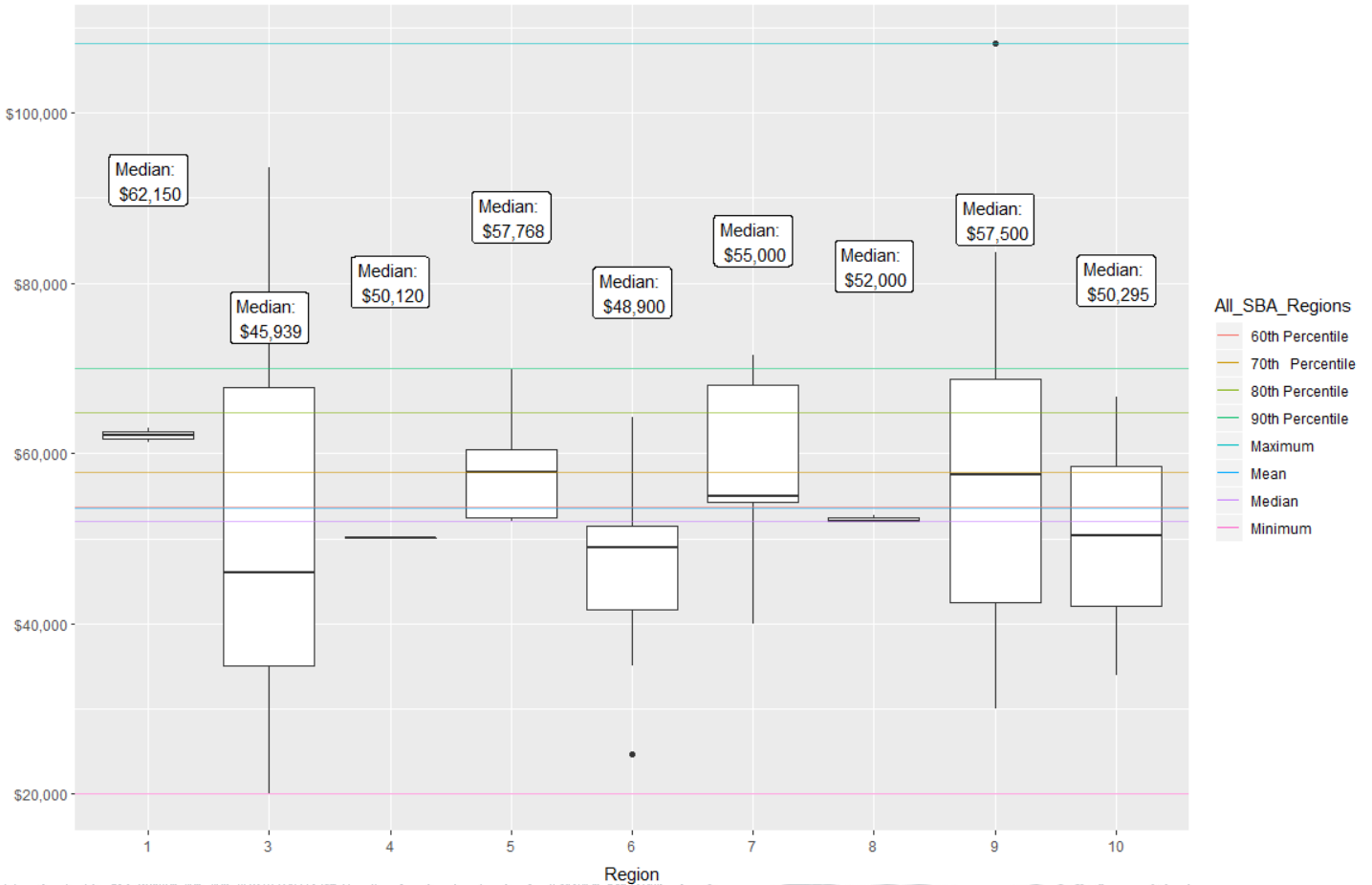
Salary by Region - Office Administrator

Median: $48,626
Median: $39,324
Median: $43,183
Median: $40,947
Median: $39,945
Median: $47,976
Median: $41,800
Median: $59,466
Median: $57,635

All_SBA_Regions

— 60th Percentile
— 70th Percentile
— 80th Percentile
— 90th Percentile
— Maximum
— Mean
— Median
— Minimum
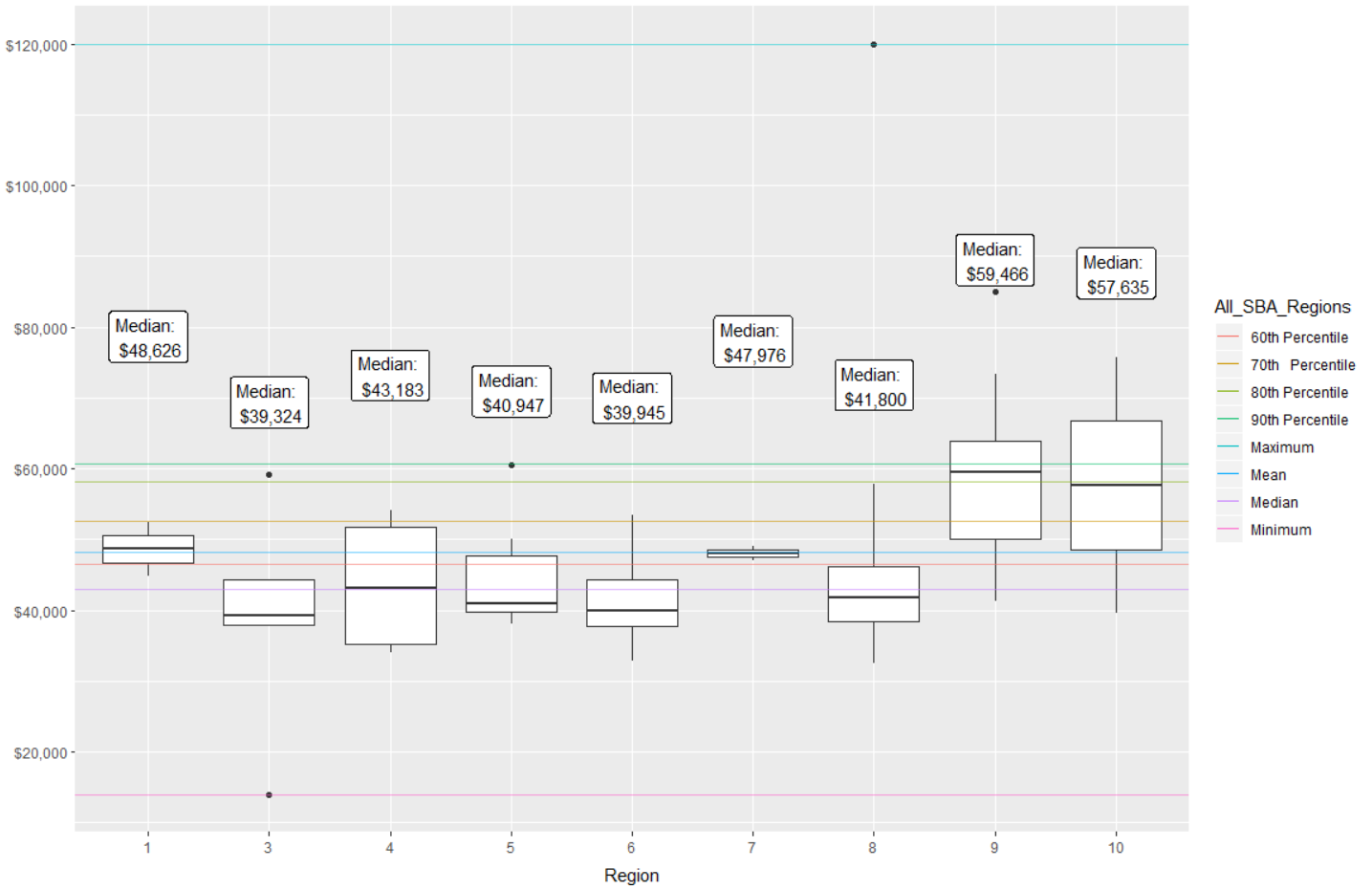
Salary by Region - Administrative Support

Median: $43,359
Median: $39,105
Median: $31,786
Median: $37,115
Median: $33,948
Median: $32,935
Median: $37,000
Median: $36,114
Median: $32,700

All_SBA_Regions

— 60th Percentile
— 70th Percentile
— 80th Percentile
— 90th Percentile
— Maximum
— Mean
— Median
— Minimum

13

State Profile Table

Geographic Area	Population	Population Density	RPP	Small Businesses	Population Quartile	Population Density Quartile	RPP Quartile	Small Businesses Quartile
Alabama	4779736	94.4	86.6	392939	3	2	1	3
Alaska	710231	1.2	105.4	71841	1	1	4	1
Arizona	6392017	56.3	95.9	553779	3	2	2	3
Arkansas	2915918	56.0	86.9	247018	2	2	1	2
California	37253956	239.1	114.4	3941201	4	3	4	4
Colorado	5029196	48.5	103.0	611495	3	1	4	3
Connecticut	3574097	738.1	108.7	342443	2	4	4	2
Delaware	897934	460.8	100.2	79417	1	4	3	1
District of Columbia	601723	9856.5	115.9	72837	1	4	4	1
Florida	18801310	350.6	99.7	2471260	4	4	3	4
Georgia	9687653	168.4	92.1	1041515	4	3	2	4
Hawaii	1360301	211.8	118.4	128863	2	3	4	1
Idaho	1567582	19.0	93.0	158426	2	1	2	2
Illinois	12830632	231.1	98.9	1219654	4	3	3	4
Indiana	6483802	181.0	90.3	508924	3	3	1	3
Iowa	3046355	54.5	90.2	267733	2	2	1	2
Kansas	2853118	34.9	90.5	251985	2	1	2	2
Kentucky	4339367	109.9	87.8	347159	3	3	1	2
Louisiana	4533372	104.9	90.4	437437	3	2	2	3
Maine	1328361	43.1	98.4	145536	1	1	3	1
Maryland	5773552	594.8	109.5	581712	3	4	4	3
Massachusetts	6547629	839.4	107.8	652661	3	4	4	3
Michigan	9883640	174.8	93.3	870301	4	3	2	4
Minnesota	5303925	66.6	97.5	513118	3	2	3	3
Mississippi	2967297	63.2	86.4	254598	2	2	1	2
Missouri	5988927	87.1	89.5	523459	3	2	1	3
Montana	989415	6.8	94.1	118315	1	1	2	1
Nebraska	1826341	23.8	90.5	172958	2	1	2	2
Nevada	2700551	24.6	97.4	254337	2	1	3	2
New Hampshire	1316470	147.0	105.9	133676	1	3	4	1
New Jersey	8791894	1195.5	113.2	861373	4	4	4	4
New Mexico	2059179	17.0	93.6	154257	2	1	2	2
New York	19378102	411.2	115.6	2143667	4	4	4	4
North Carolina	9535483	196.1	90.9	890398	4	3	2	4
North Dakota	672591	9.7	91.5	72723	1	1	2	1
Ohio	11536504	282.3	89.3	944797	4	3	1	4
Oklahoma	3751351	54.7	89.0	347165	2	2	1	2
Oregon	3831074	39.9	99.8	368308	3	1	3	2
Pennsylvania	12702379	283.9	98.4	1037737	4	3	3	4
Rhode Island	1052567	1018.1	99.6	99821	1	4	3	1
South Carolina	4625364	153.9	90.3	406536	3	3	1	3
South Dakota	814180	10.7	88.3	85252	1	1	1	1
Tennessee	6346105	153.9	90.2	589546	3	3	1	3
Texas	25145561	96.3	96.9	2627724	4	2	3	4
Utah	2763885	33.6	97.3	277140	2	1	3	2
Vermont	625741	67.9	101.6	77683	1	2	3	1
Virginia	8001024	202.6	102.3	723962	4	3	3	4
Washington	6724540	101.2	105.5	590908	4	2	4	3
West Virginia	1852994	77.1	87.6	114391	2	2	1	1
Wisconsin	5686986	105.0	92.8	448032	3	2	2	3
Wyoming	563626	5.8	96.7	65462	1	1	2	1
Guam	159358	759.6	NA	NA	1	4	NA	NA
Virgin Islands	106405	792.2	NA	NA	1	4	NA	NA
American Samoa	55519	726.2	NA	NA	1	4	NA	NA
Puerto Rico	3725789	1088.2	NA	NA	2	4	NA	NA

Salaries for State Population - Quartile 1

Salaries for State Population - Quartile 2
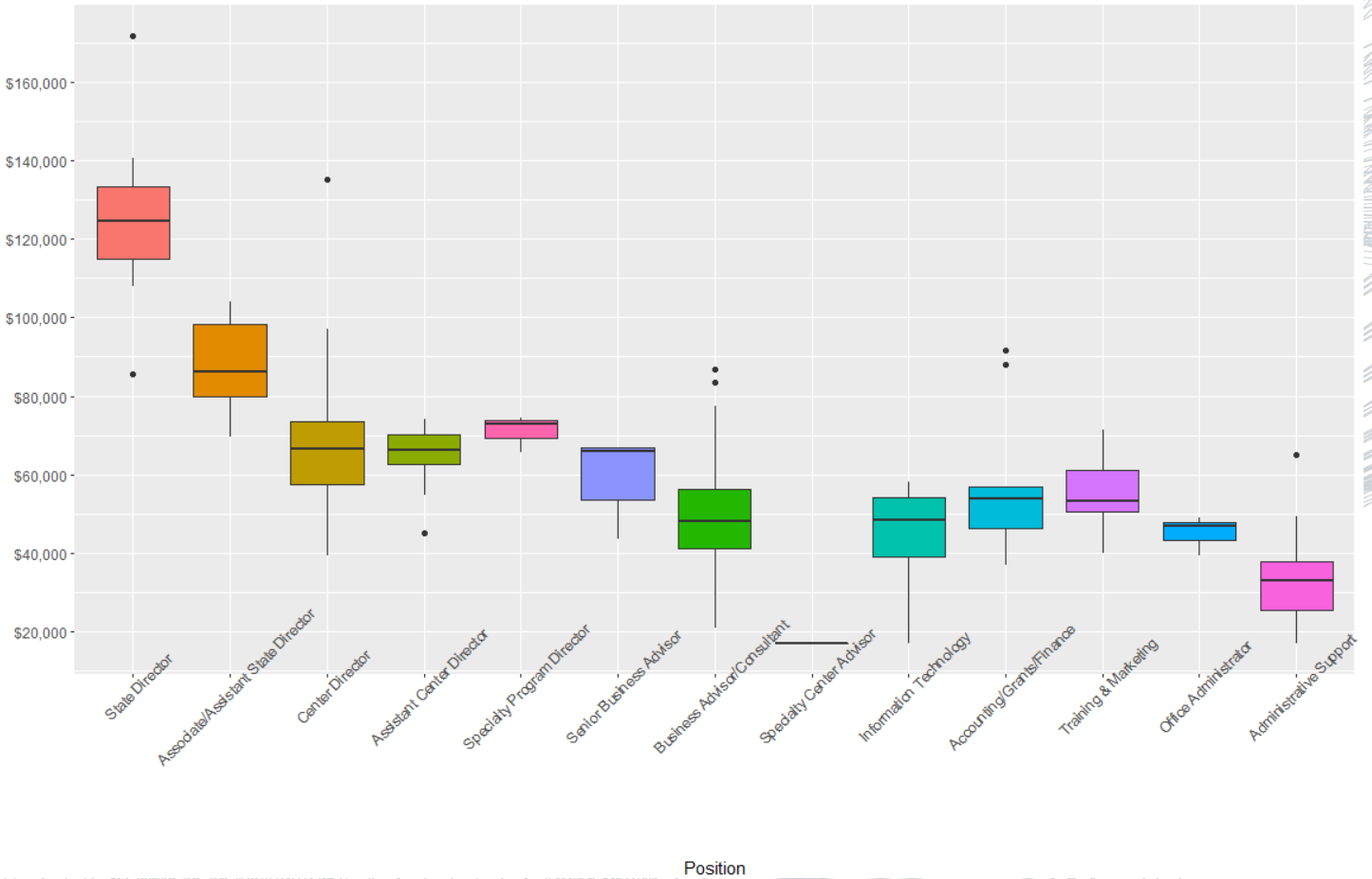
Salaries for State Population - Quartile 3
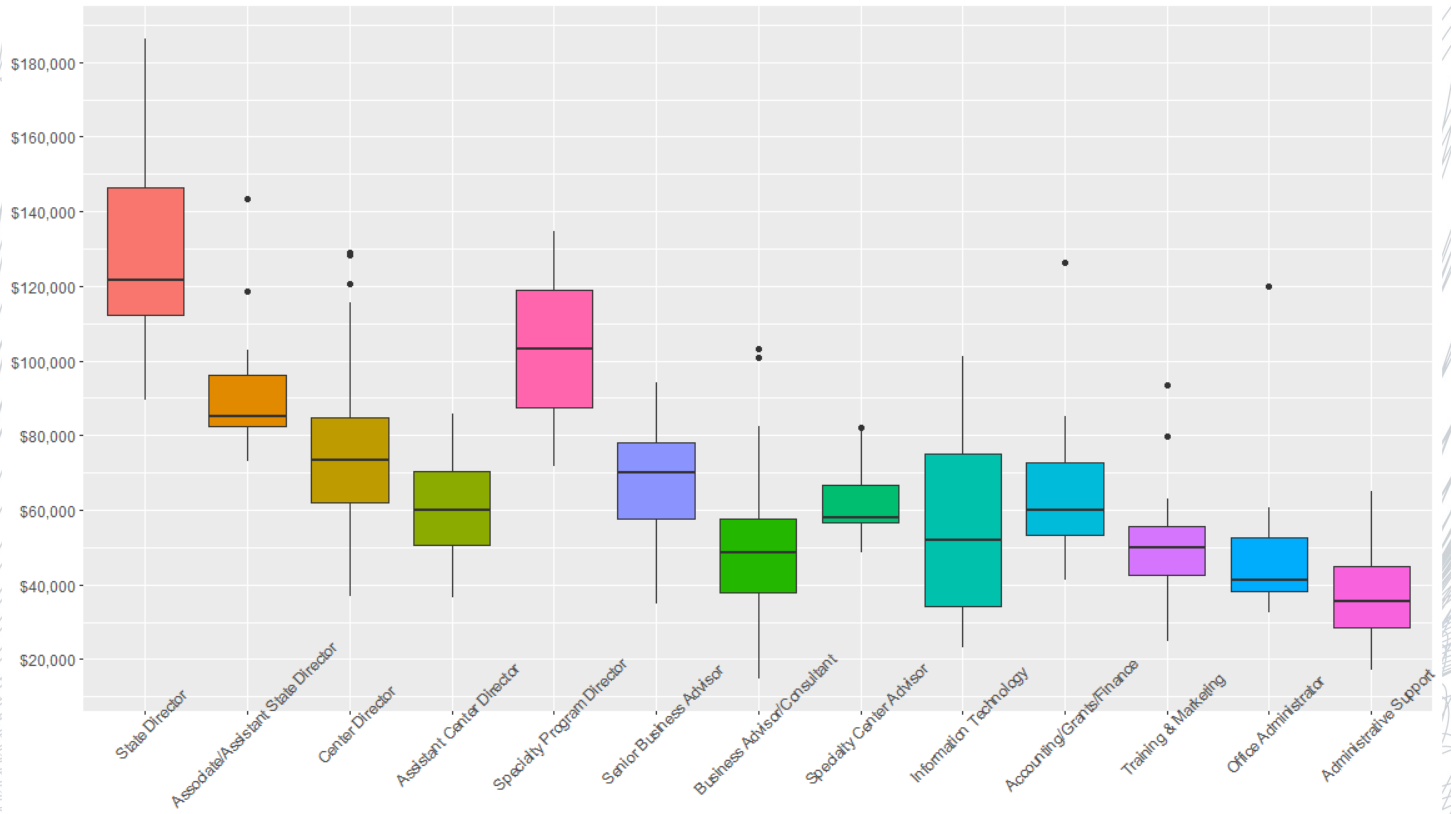
Salaries for State Population - Quartile 4
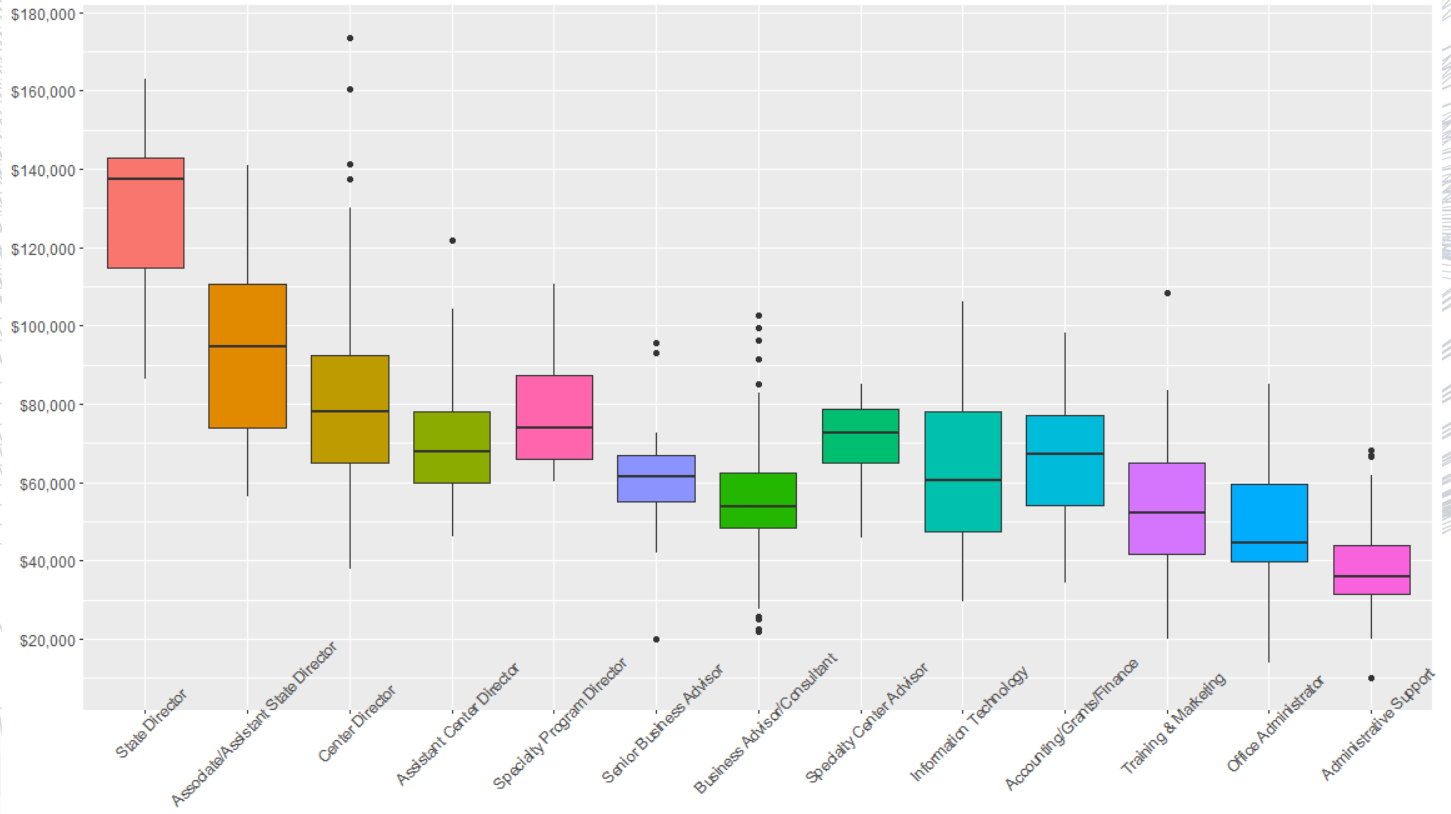
Salary by Population Quartiles - State Director
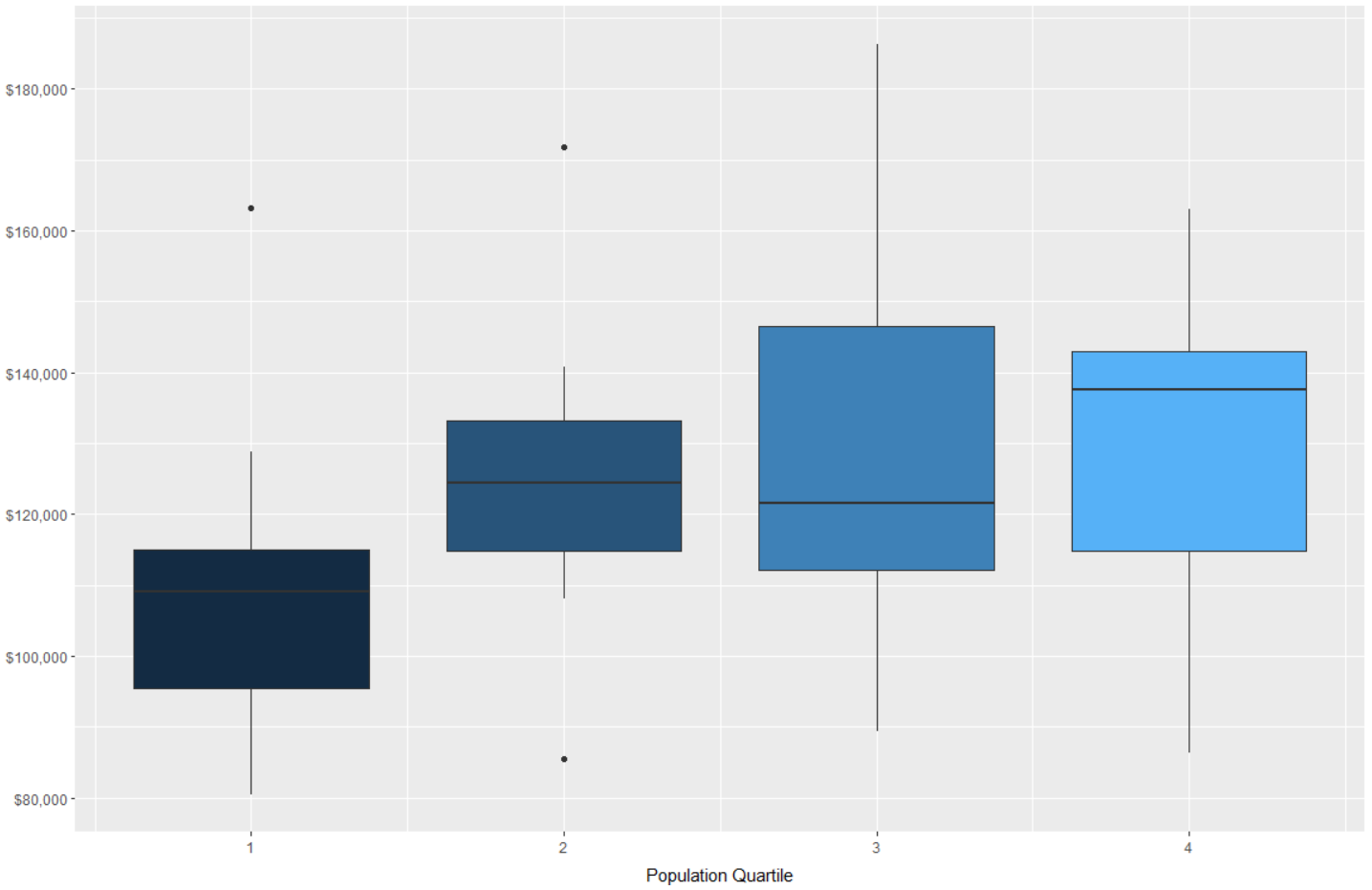
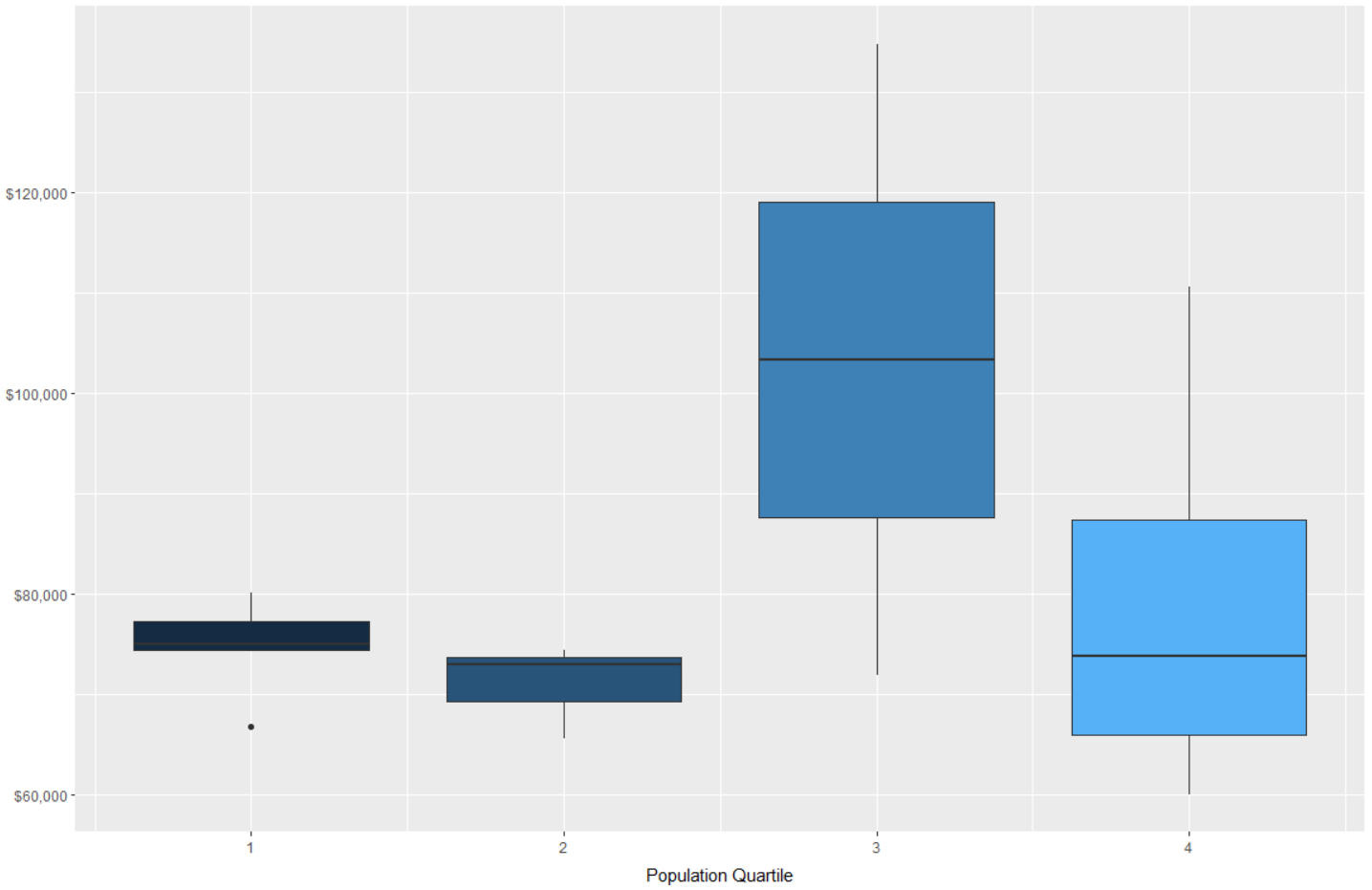## Salary by Population Quartiles - Associate/Assistant State Director
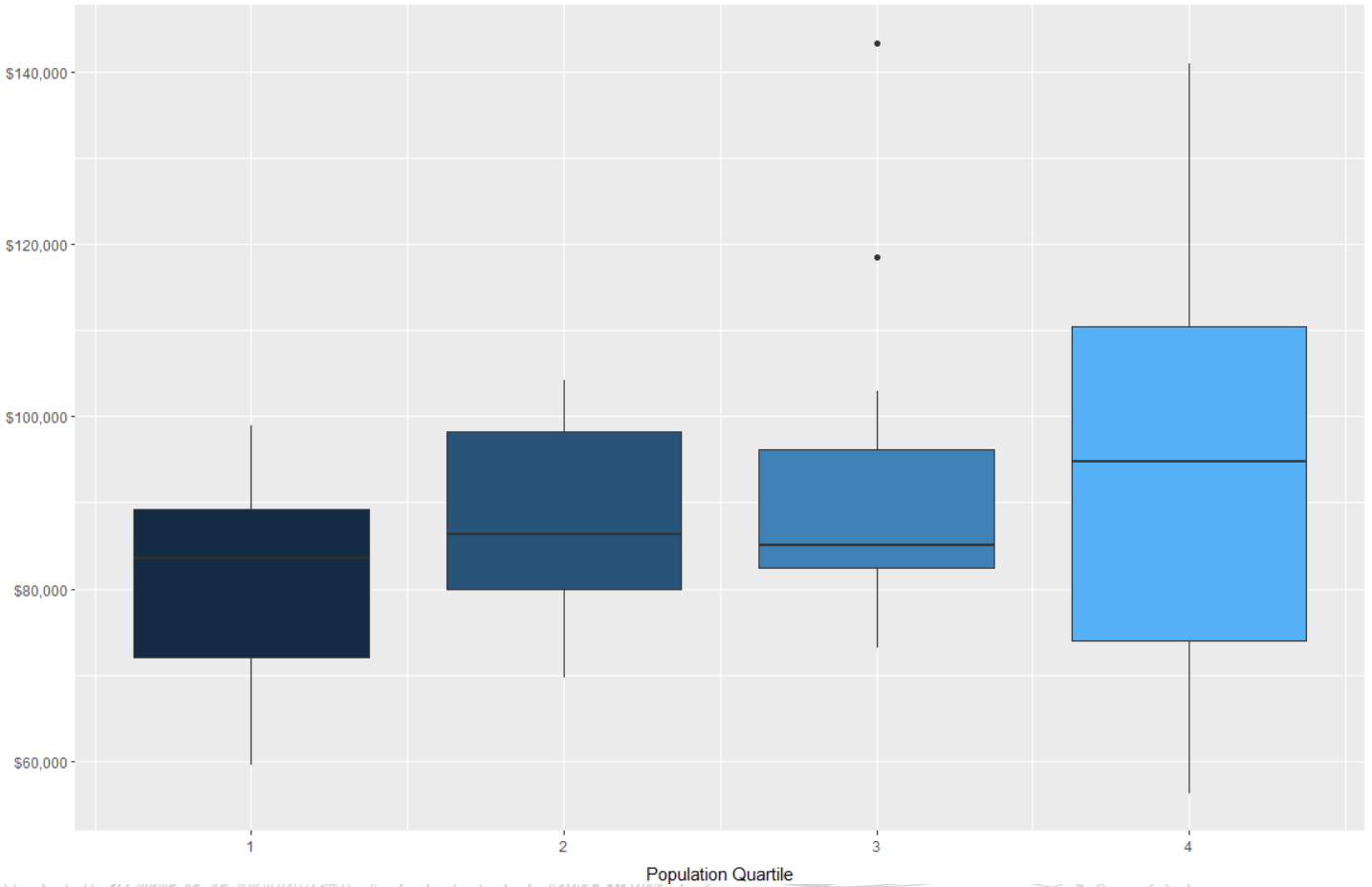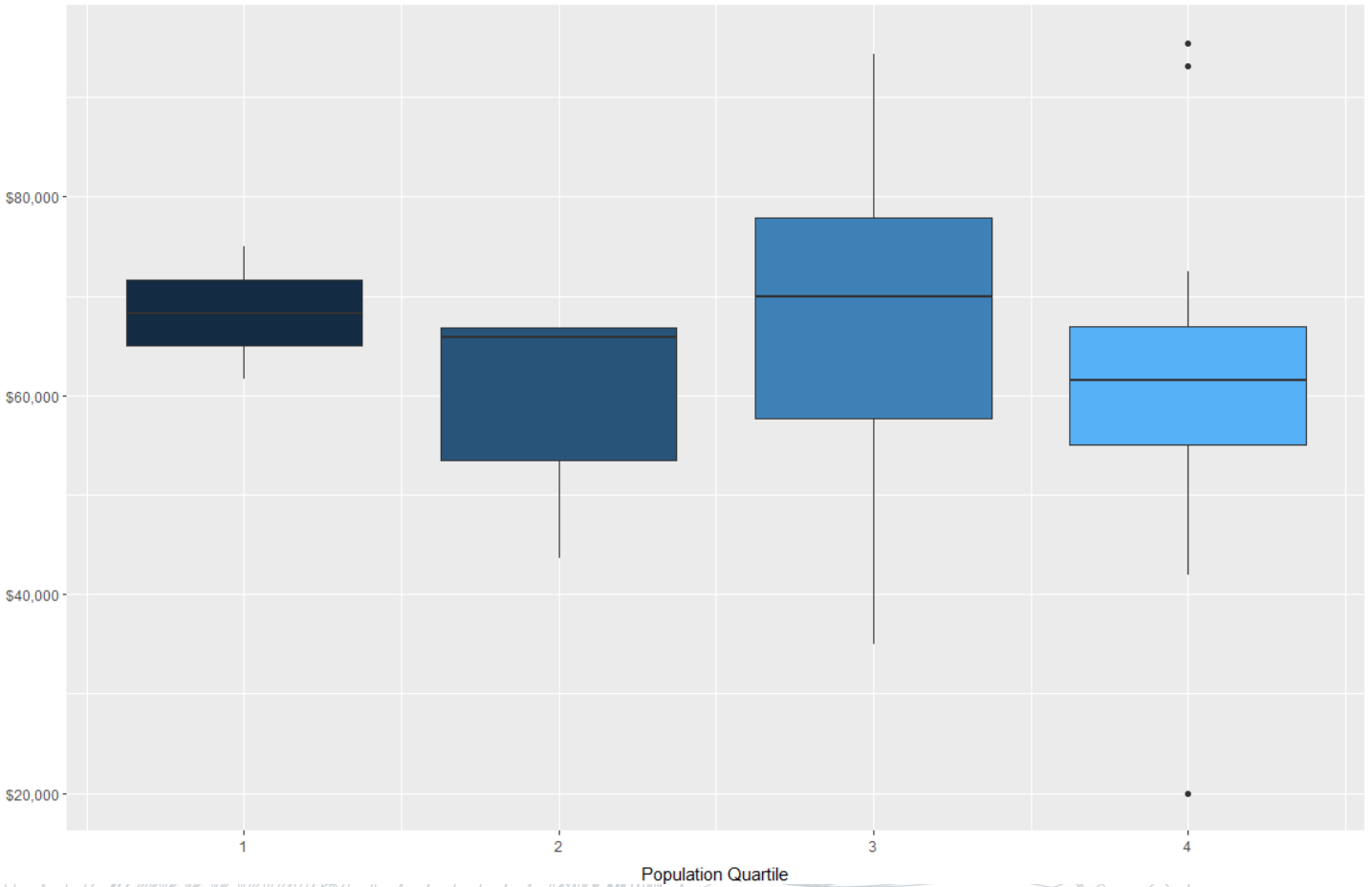
Salary by Population Quartiles - Center Director
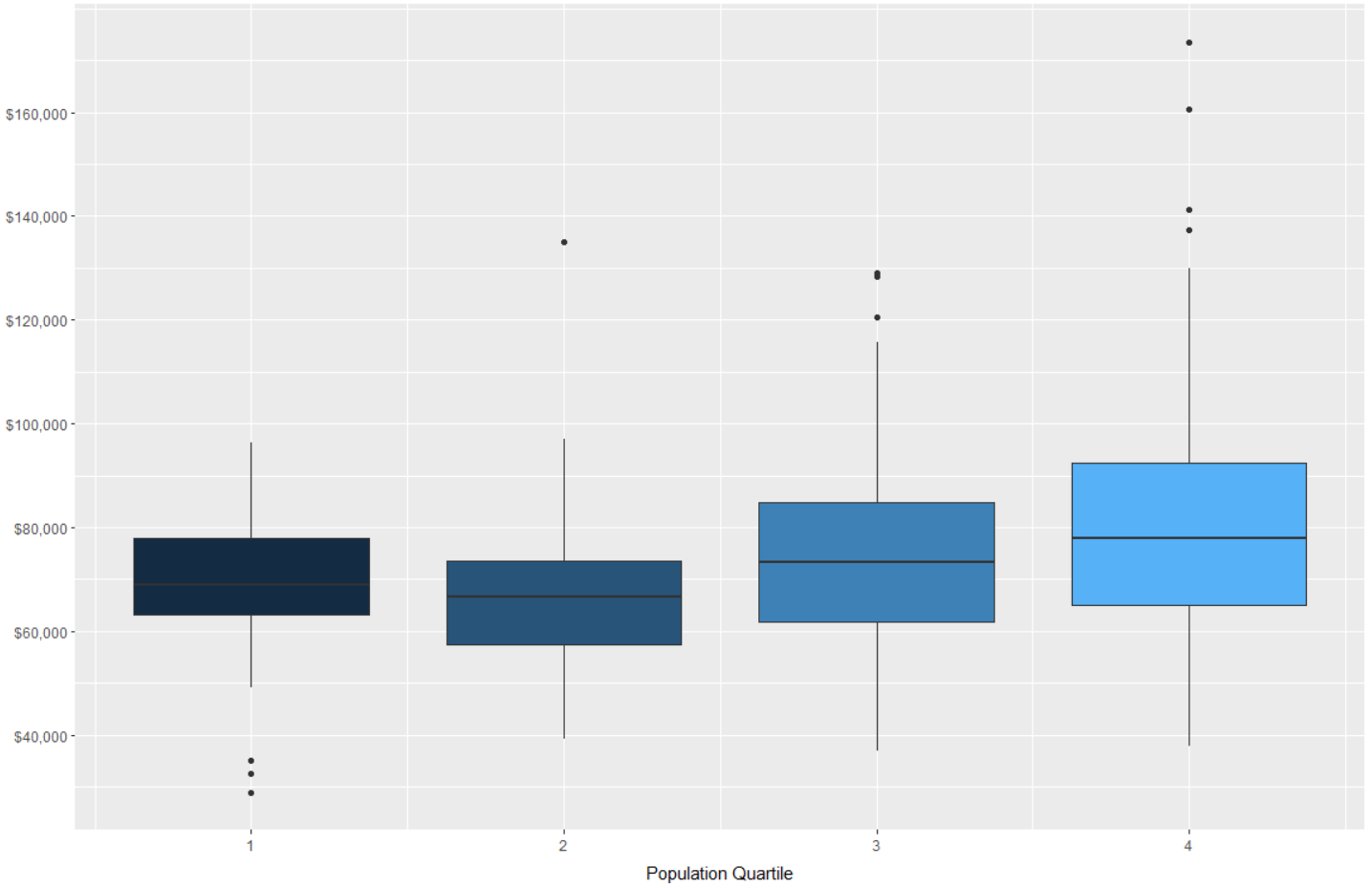
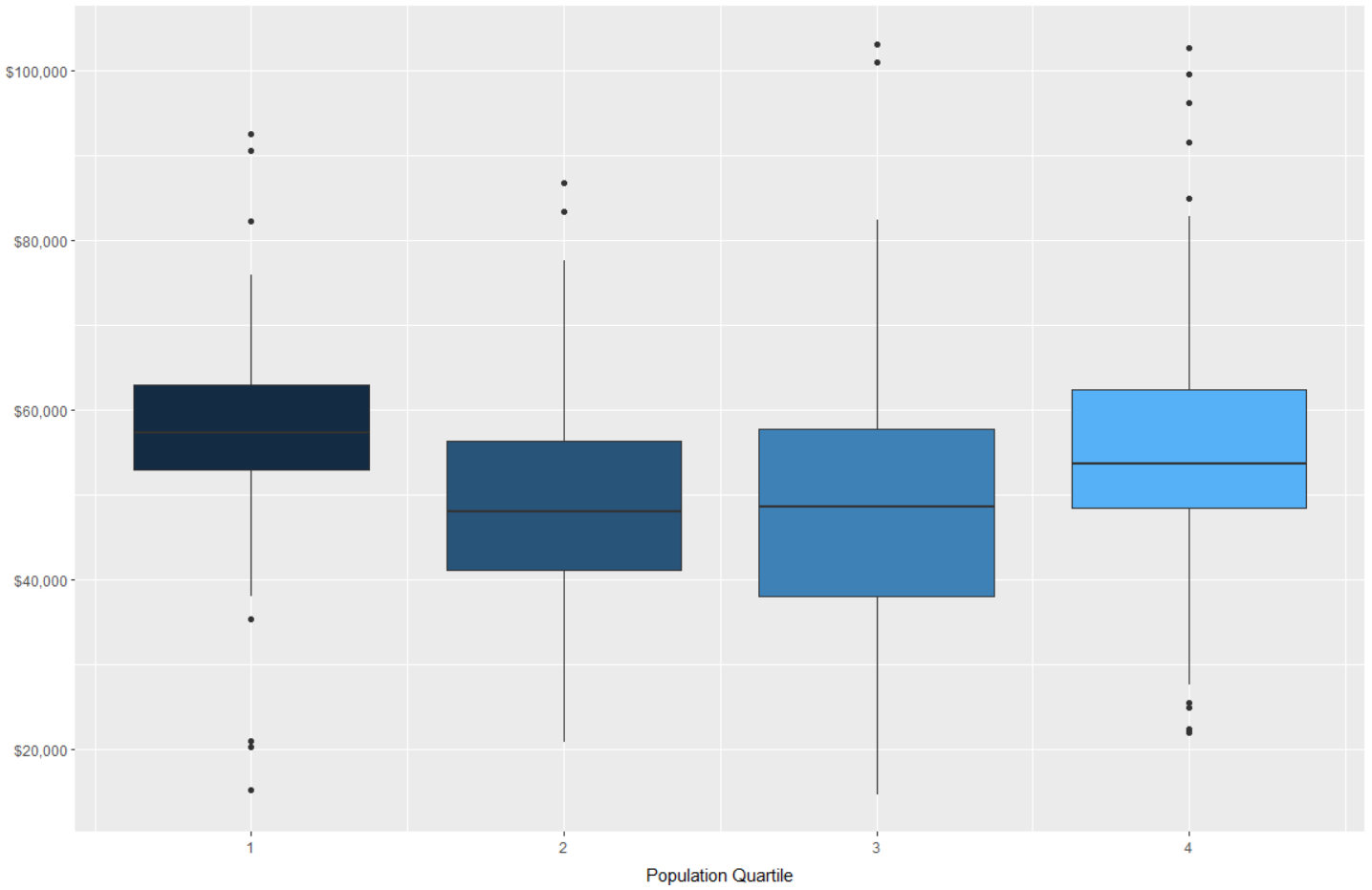Salary by Population Quartiles - Assistant Center Director
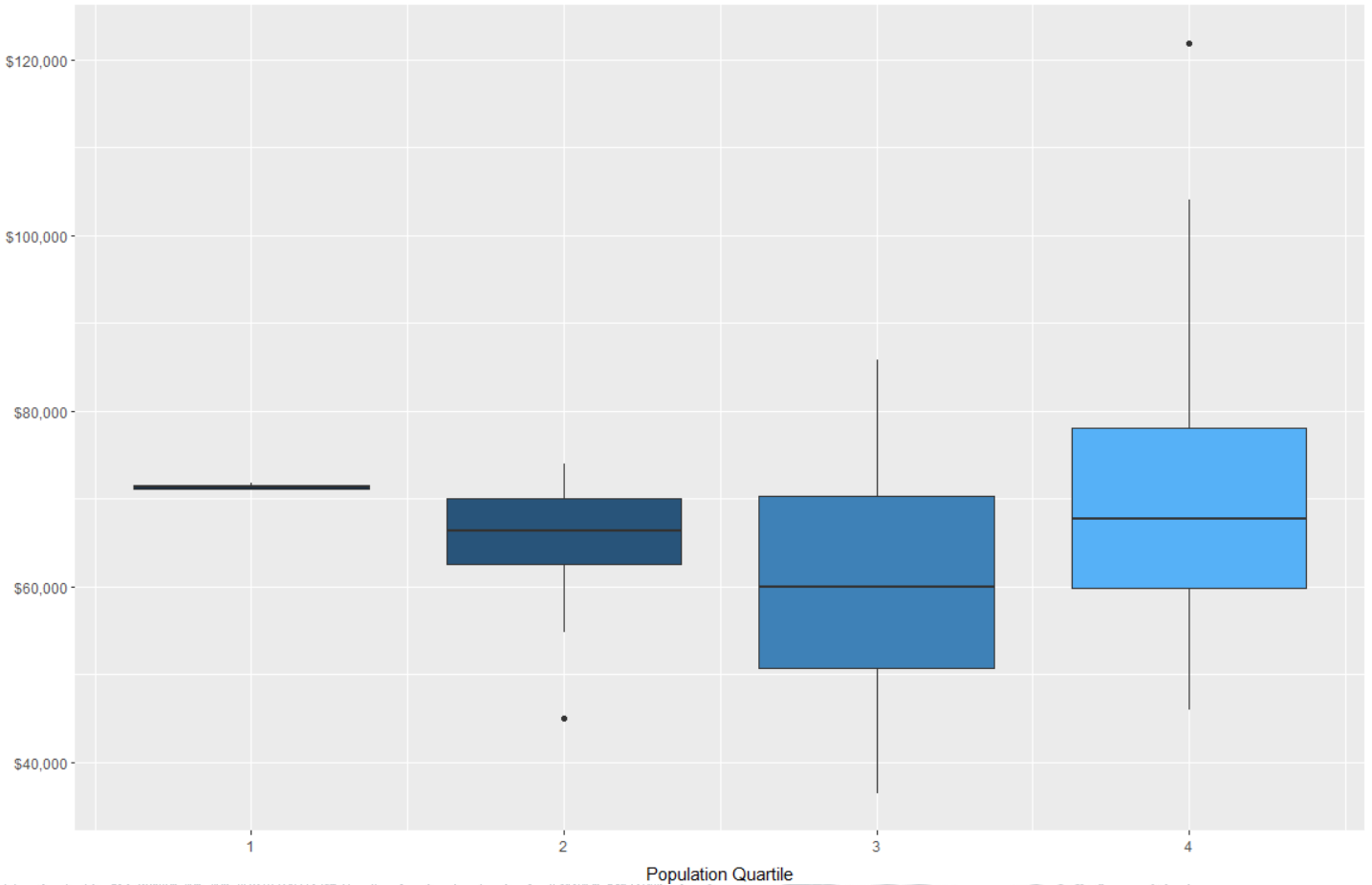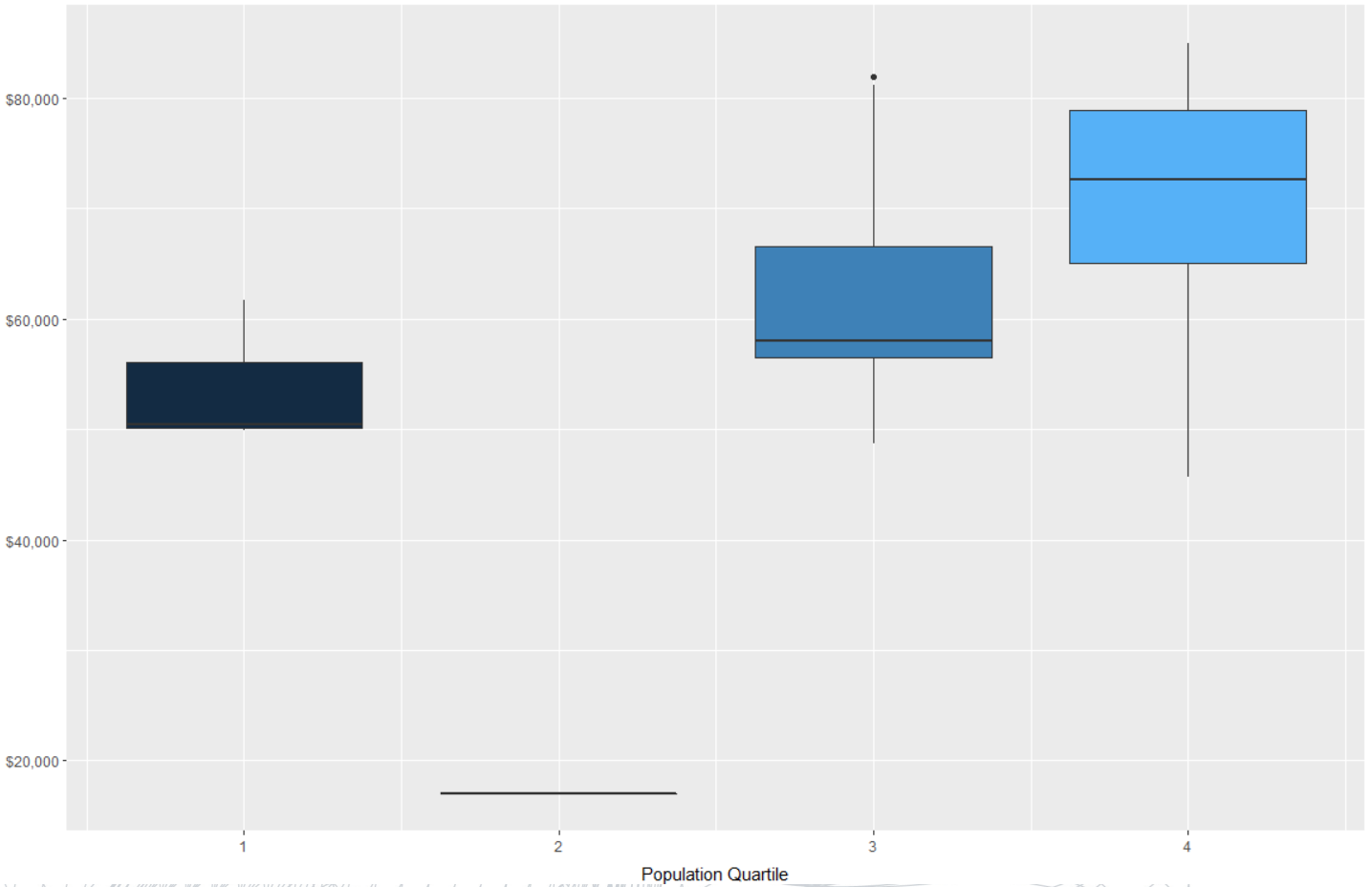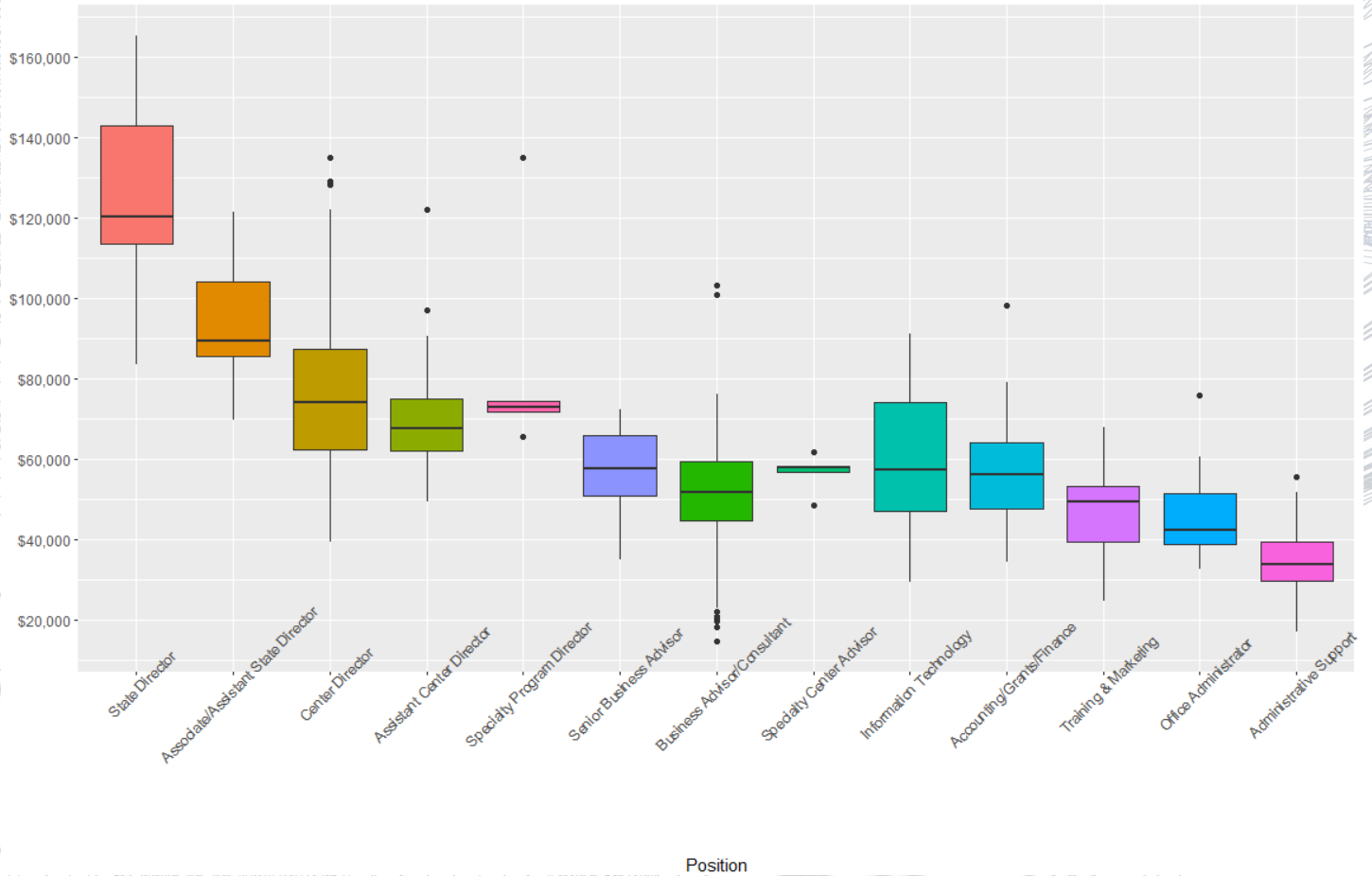
Salary by Population Quartiles - Specialty Program Director

Salary by Population Quartiles - Senior Business Advisor

Salary by Population Quartiles - Business Advisor/Consultant

Salary by Population Quartiles - Specialty Center Advisor

Salary by Population Quartiles - Information Technology
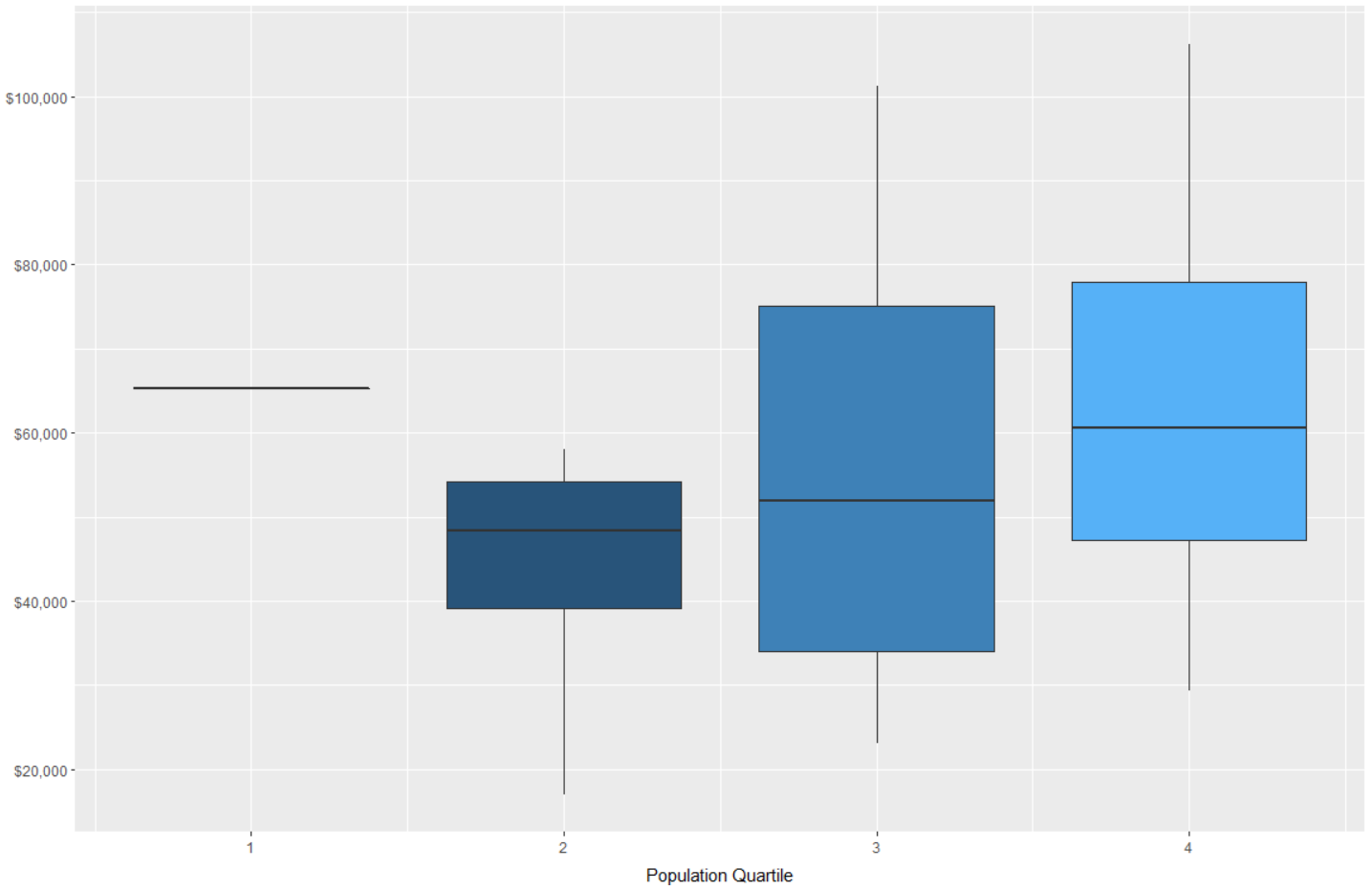
Salary by Population Quartiles - Accounting/Grants/Finance
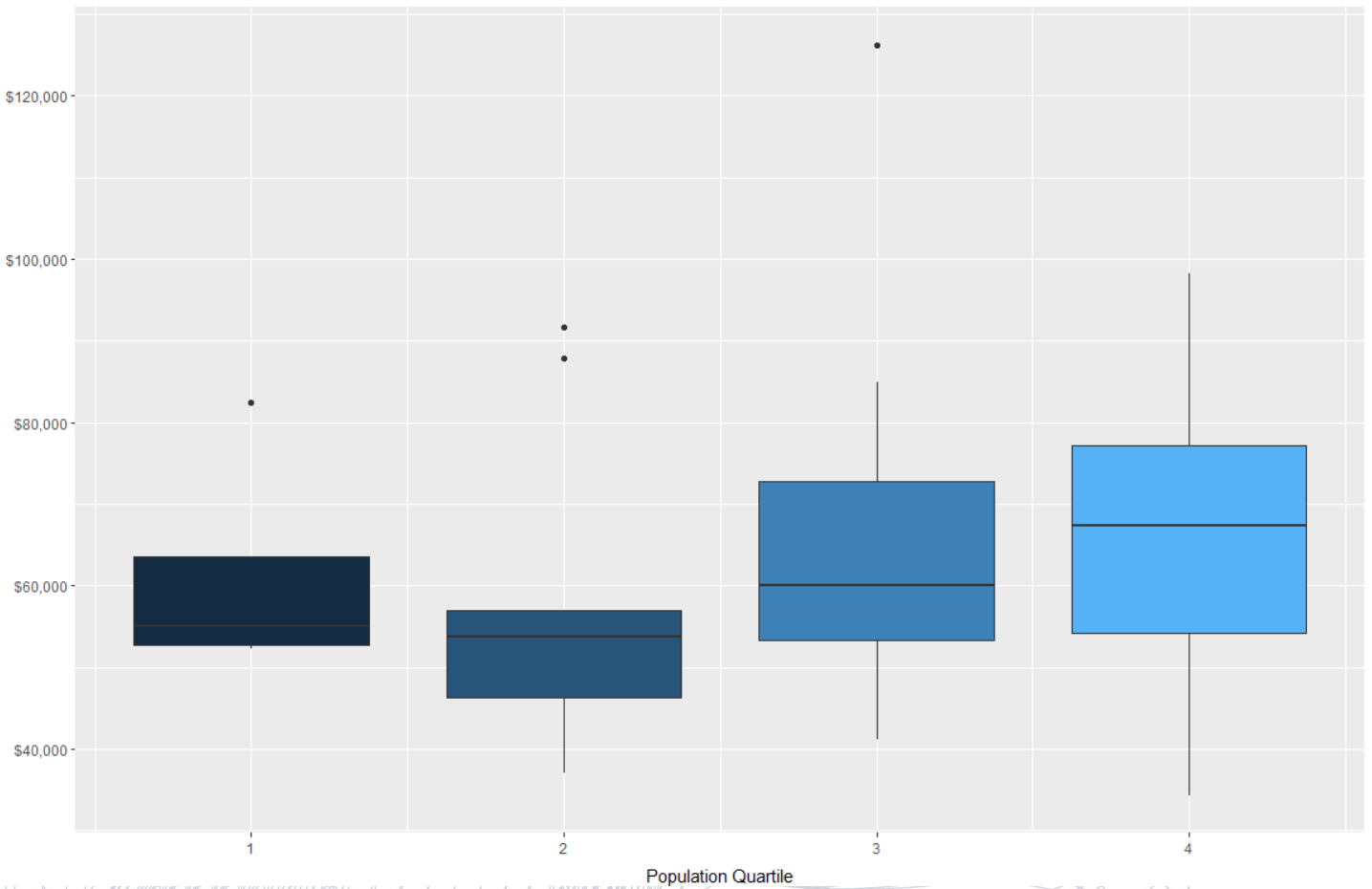
Salary by Population Quartiles - Training & Marketing
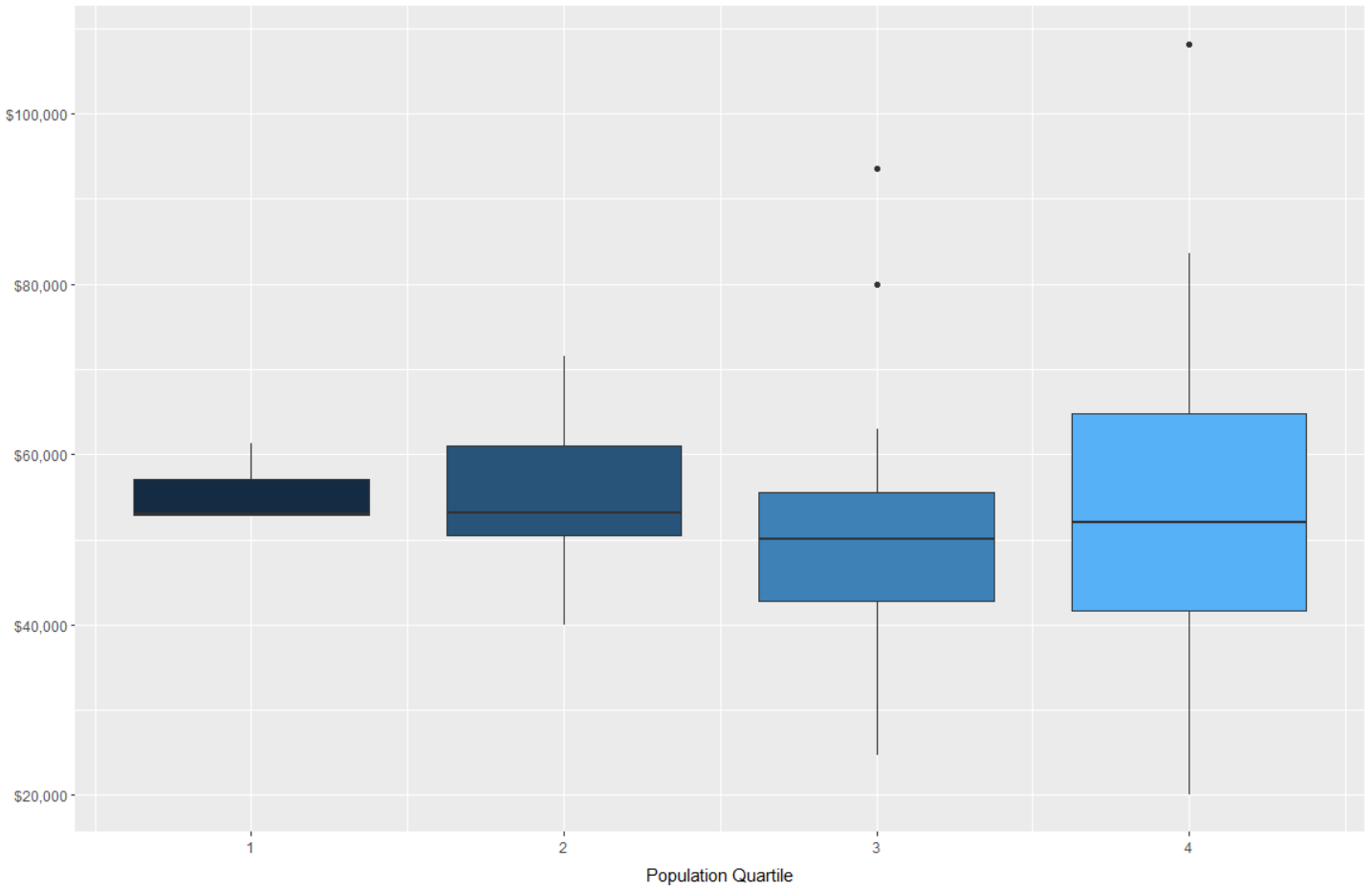
Salary by Population Quartiles - Office Administrator

Salary by Population Quartiles - Administrative Support

State Profile Table

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Arkansas	2915918	56.0	86.9	247018	2	2	1	2
California	37253956	239.1	114.4	3941201	4	3	4	4
Colorado	5029196	48.5	103.0	611495	3	1	4	3
Connecticut	3574097	738.1	108.7	342443	2	4	4	2
Delaware	897934	460.8	100.2	79417	1	4	3	1
District of Columbia	601723	9856.5	115.9	72837	1	4	4	1
Florida	18801310	350.6	99.7	2471260	4	4	3	4
Georgia	9687653	168.4	92.1	1041515	4	3	2	4
Hawaii	1360301	211.8	118.4	128863	2	3	4	1
Idaho	1567582	19.0	93.0	158426	2	1	2	2
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Indiana	6483802	181.0	90.3	508924	3	3	1	3
Iowa	3046355	54.5	90.2	267733	2	2	1	2
Kansas	2853118	34.9	90.5	251985	2	1	2	2
Kentucky	4339367	109.9	87.8	347159	3	3	1	2
Louisiana	4533372	104.9	90.4	437437	3	2	2	3
Maine	1328361	43.1	98.4	145536	1	1	3	1
Maryland	5773552	594.8	109.5	581712	3	4	4	3
Massachusetts	6547629	839.4	107.8	652661	3	4	4	3
Michigan	9883640	174.8	93.3	870301	4	3	2	4
Minnesota	5303925	66.6	97.5	513118	3	2	3	3
Mississippi	2967297	63.2	86.4	254598	2	2	1	2
Missouri	5988927	87.1	89.5	523459	3	2	1	3
Montana	989415	6.8	94.1	118315	1	1	2	1
Nebraska	1826341	23.8	90.5	172958	2	1	2	2
Nevada	2700551	24.6	97.4	254337	2	1	3	2
New Hampshire	1316470	147.0	105.9	133676	1	3	4	1
New Jersey	8791894	1195.5	113.2	861373	4	4	4	4
New Mexico	2059179	17.0	93.6	154257	2	1	2	2
New York	19378102	411.2	115.6	2143667	4	4	4	4
North Carolina	9535483	196.1	90.9	890398	4	3	2	4
North Dakota	672591	9.7	91.5	72723	1	1	2	1
Ohio	11536504	282.3	89.3	944797	4	3	1	4
Oklahoma	3751351	54.7	89.0	347165	2	2	1	2
Oregon	3831074	39.9	99.8	368308	3	1	3	2
Pennsylvania	12702379	283.9	98.4	1037737	4	3	3	4
Rhode Island	1052567	1018.1	99.6	99821	1	4	3	1
South Carolina	4625364	153.9	90.3	406536	3	3	1	3
South Dakota	814180	10.7	88.3	85252	1	1	1	1
Tennessee	6346105	153.9	90.2	589546	3	3	1	3
Texas	25145561	96.3	96.9	2627724	4	2	3	4
Utah	2763885	33.6	97.3	277140	2	1	3	2
Vermont	625741	67.9	101.6	77683	1	2	3	1
Virginia	8001024	202.6	102.3	723962	4	3	3	4
Washington	6724540	101.2	105.5	590908	4	2	4	3
West Virginia	1852994	77.1	87.6	114391	2	2	1	1
Wisconsin	5686986	105.0	92.8	448032	3	2	2	3
Wyoming	563626	5.8	96.7	65462	1	1	2	1
Guam	159358	759.6	NA	NA	1	4	NA	NA
Virgin Islands	106405	792.2	NA	NA	1	4	NA	NA
American Samoa	55519	726.2	NA	NA	1	4	NA	NA
Puerto Rico	3725789	1088.2	NA	NA	2	4	NA	NA

Salaries for State Population Density - Quartile 1

Salaries for State Population Density - Quartile 2

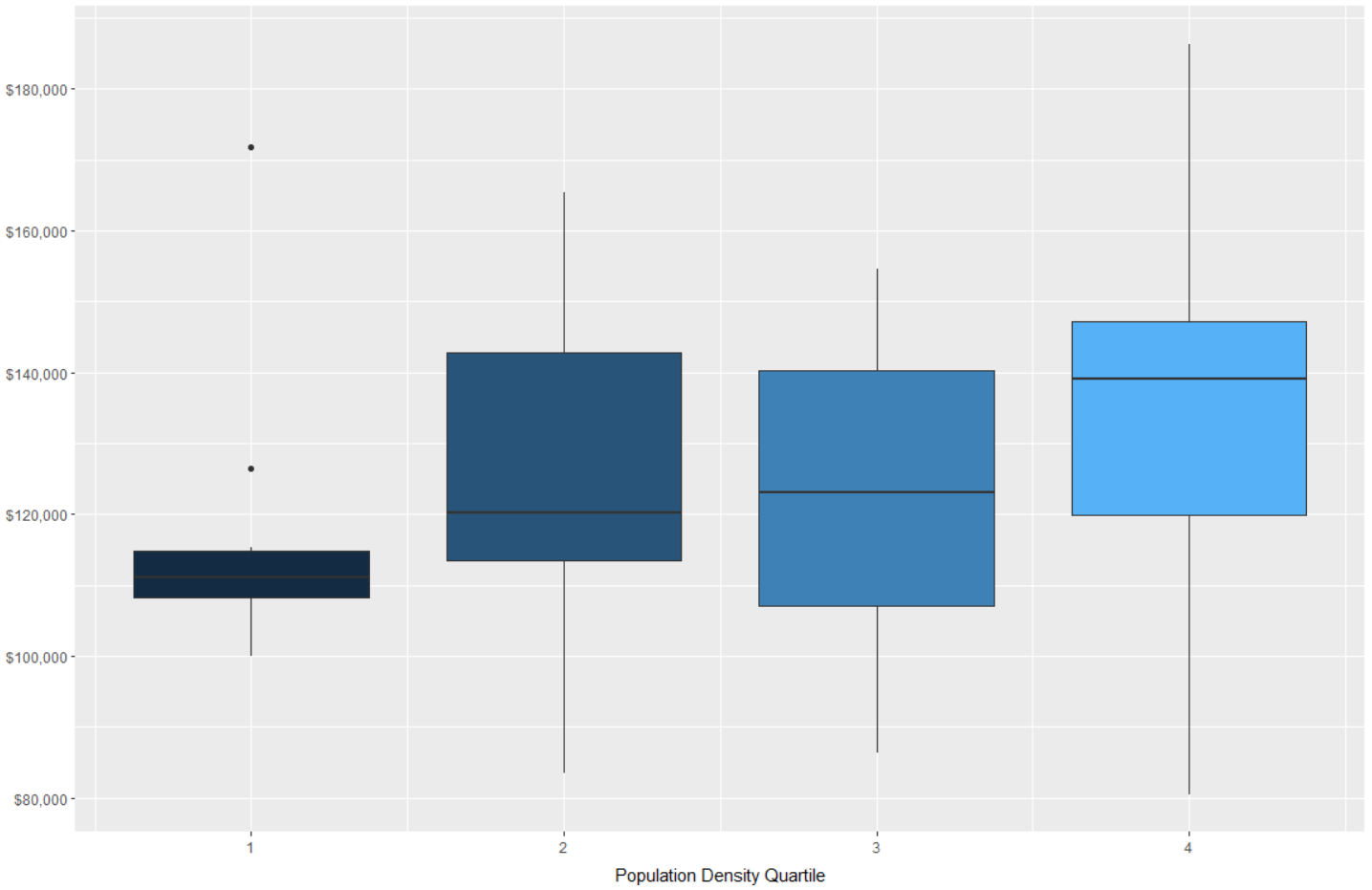Salaries for State Population Density - Quartile 3
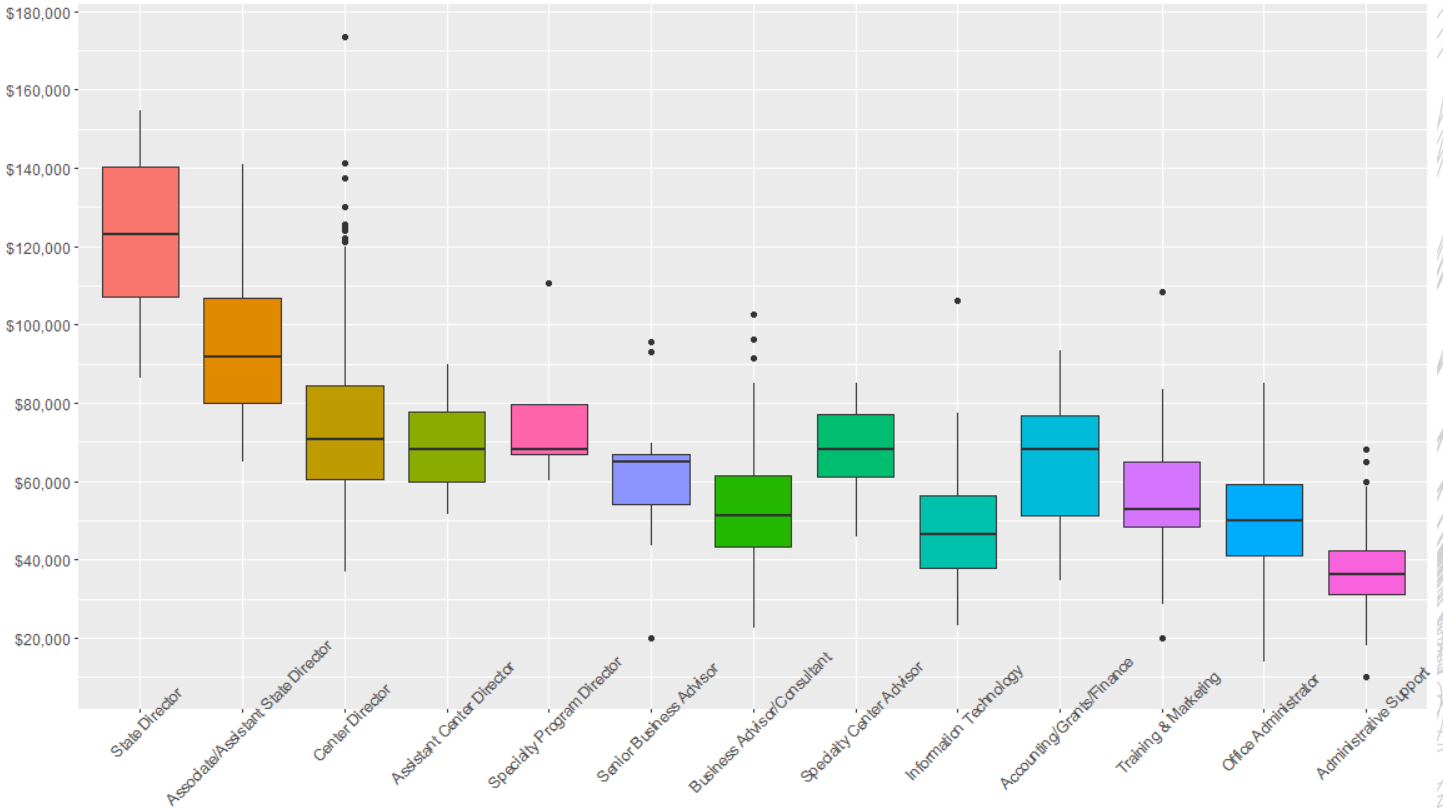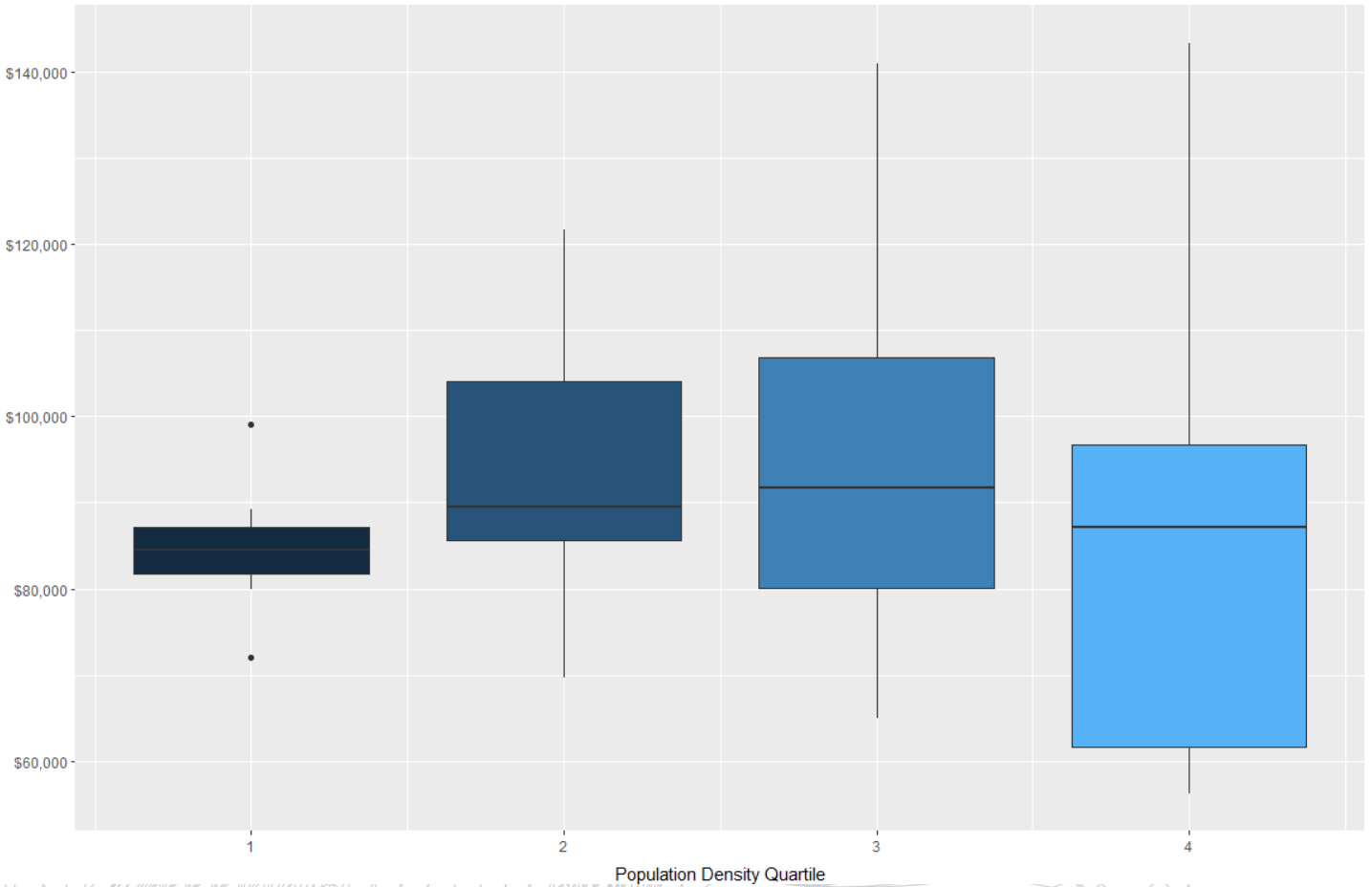

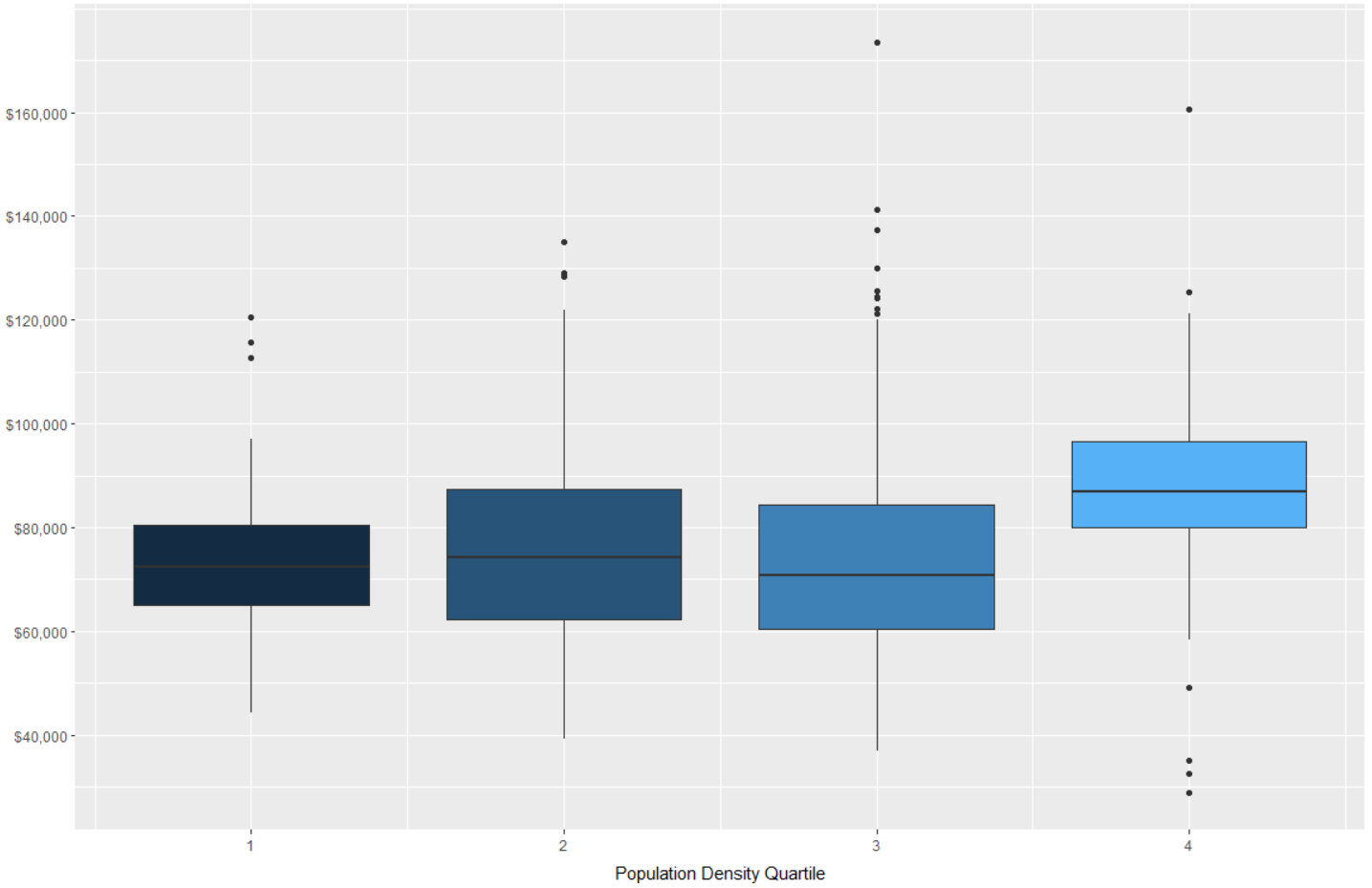Salaries for State Population Density - Quartile 4
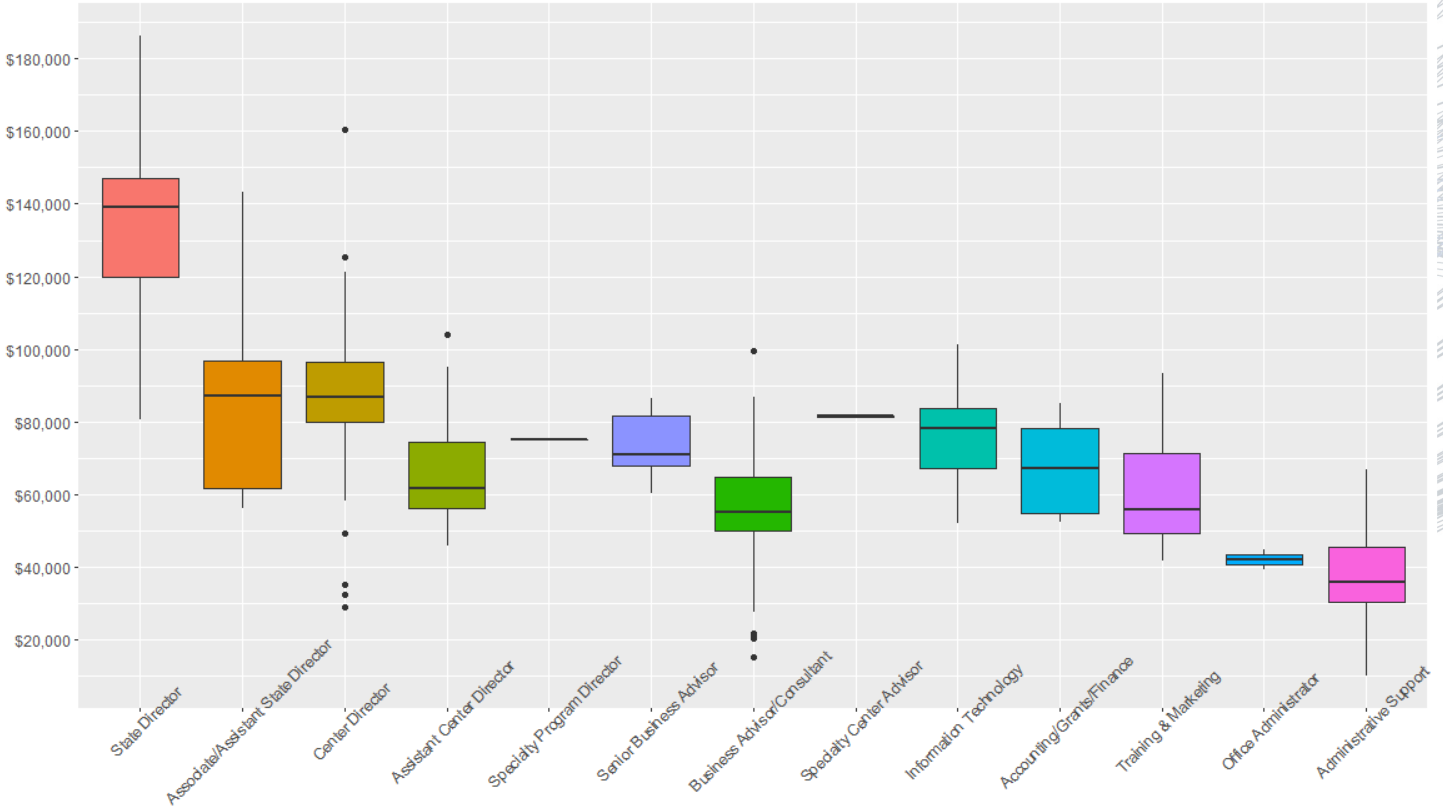
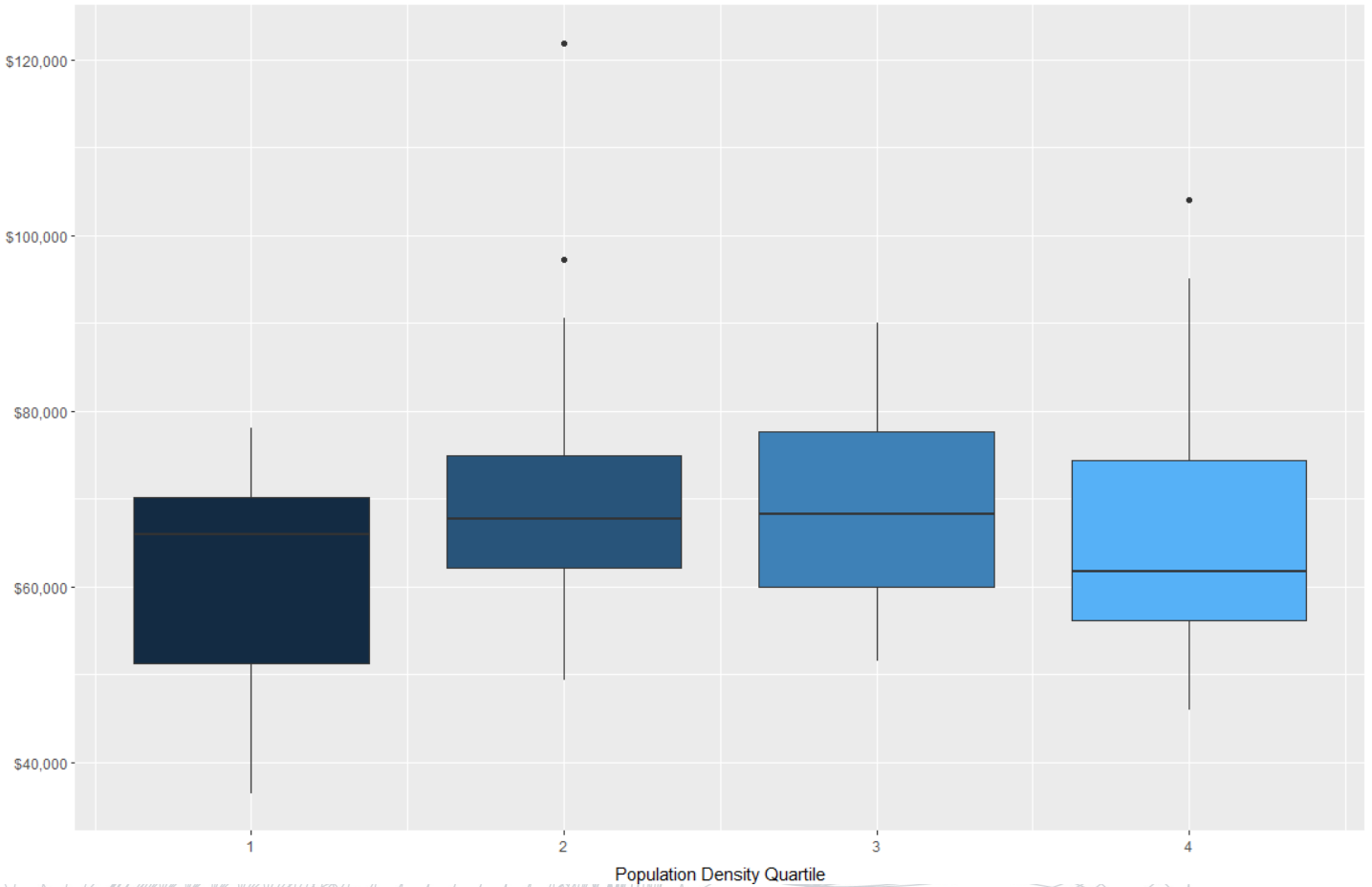## Salary by Population Density Quartiles - State Director

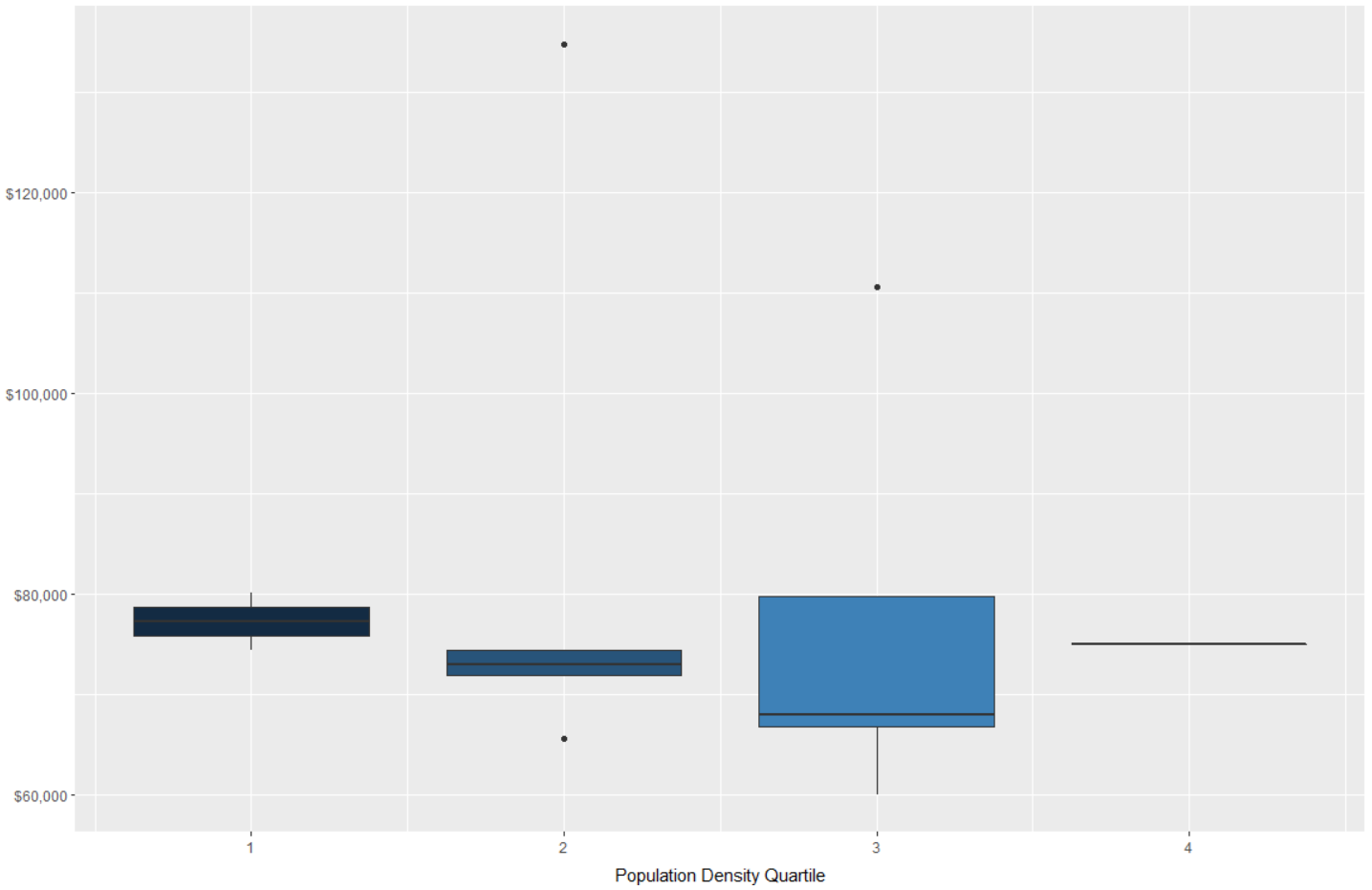## Salary by Population Density Quartiles - Associate/Assistant State Director
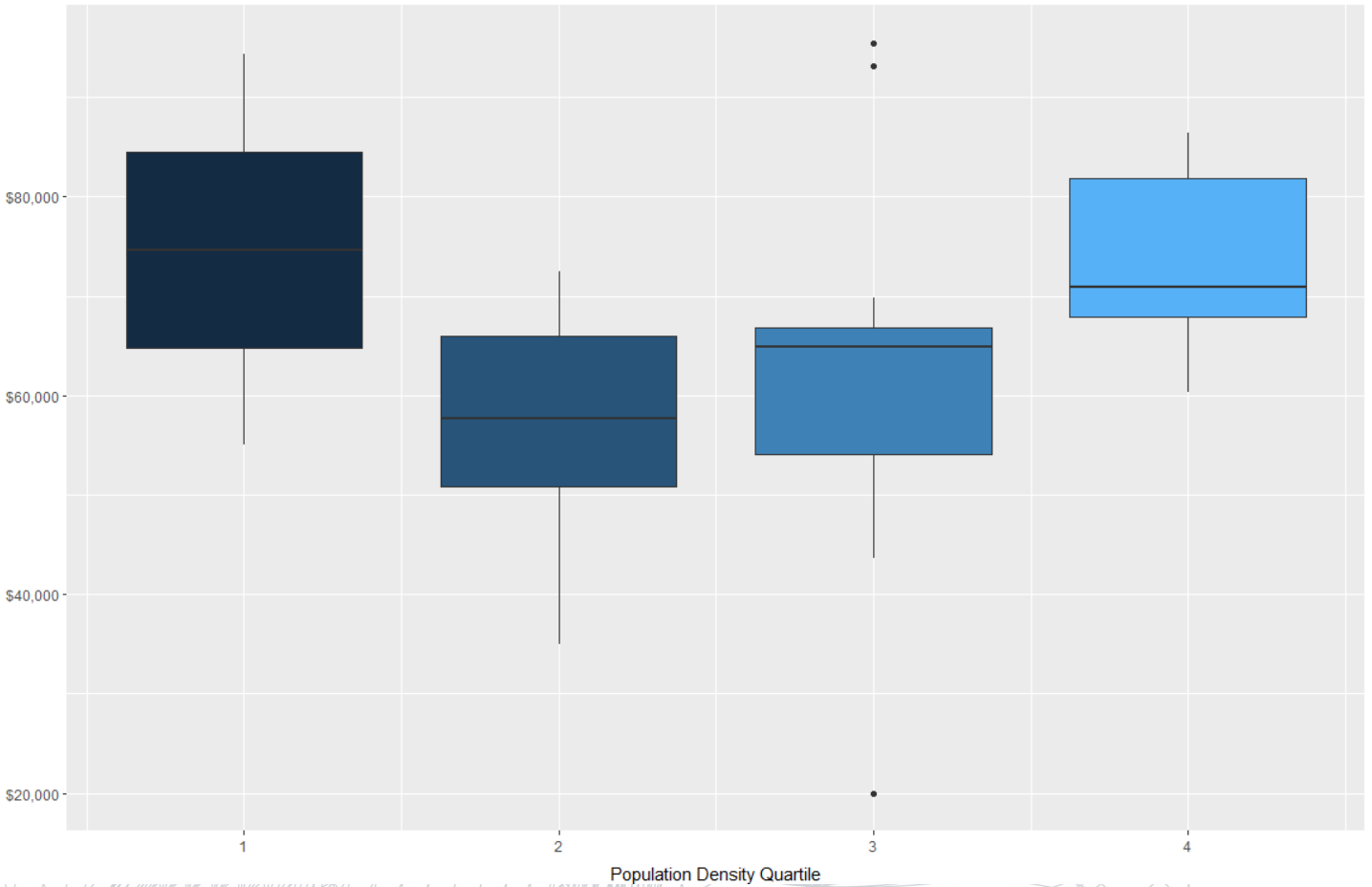
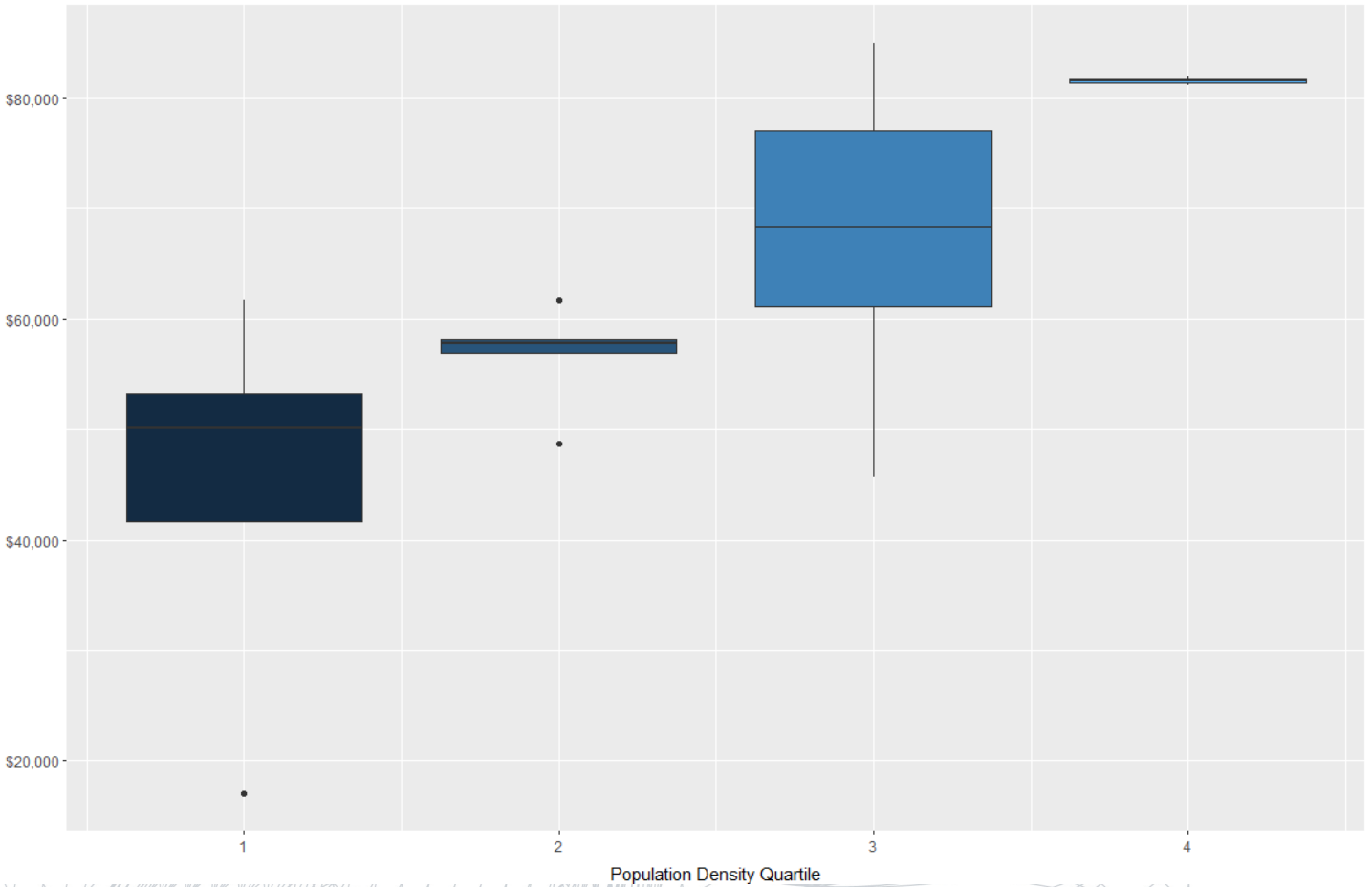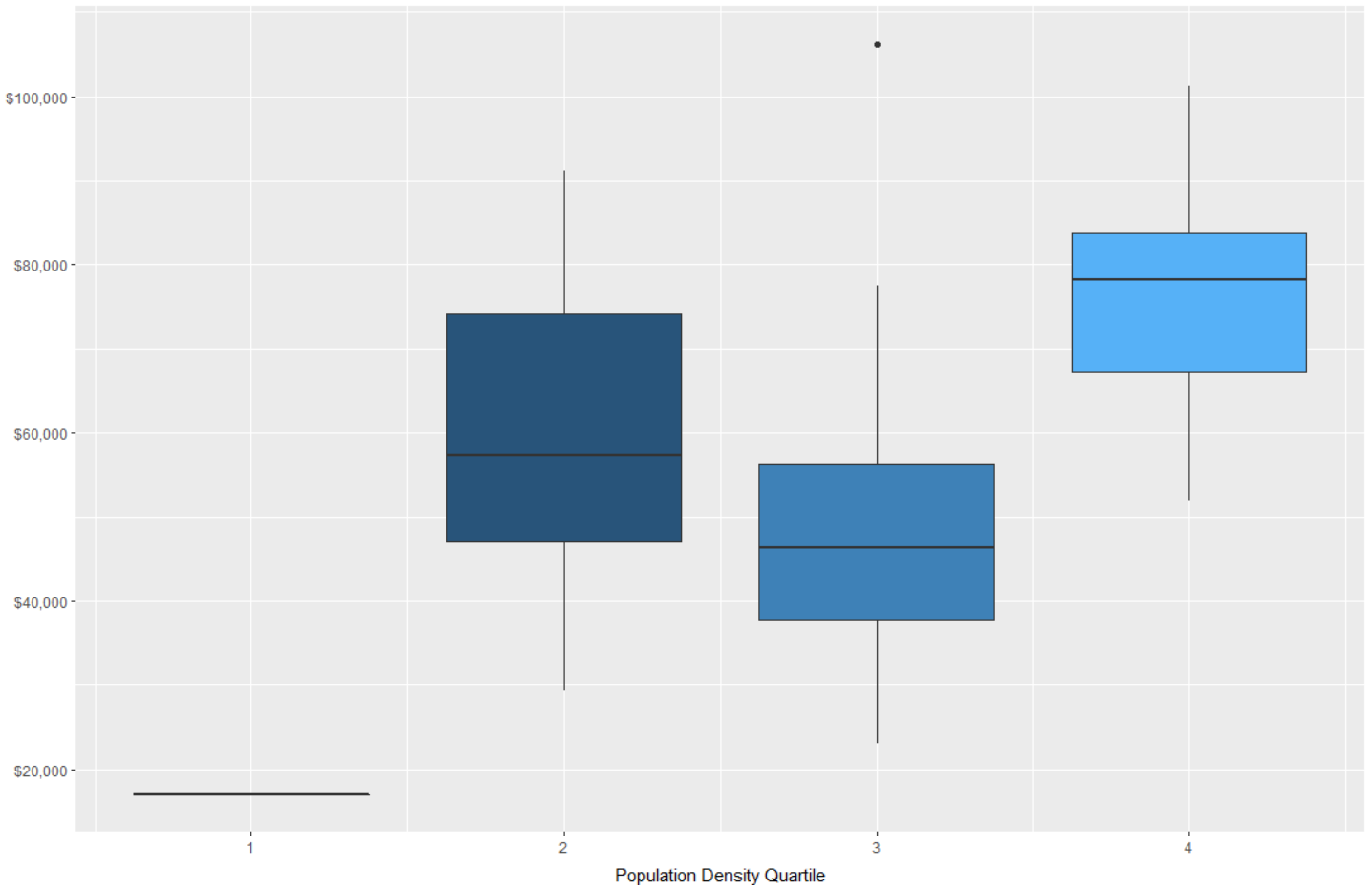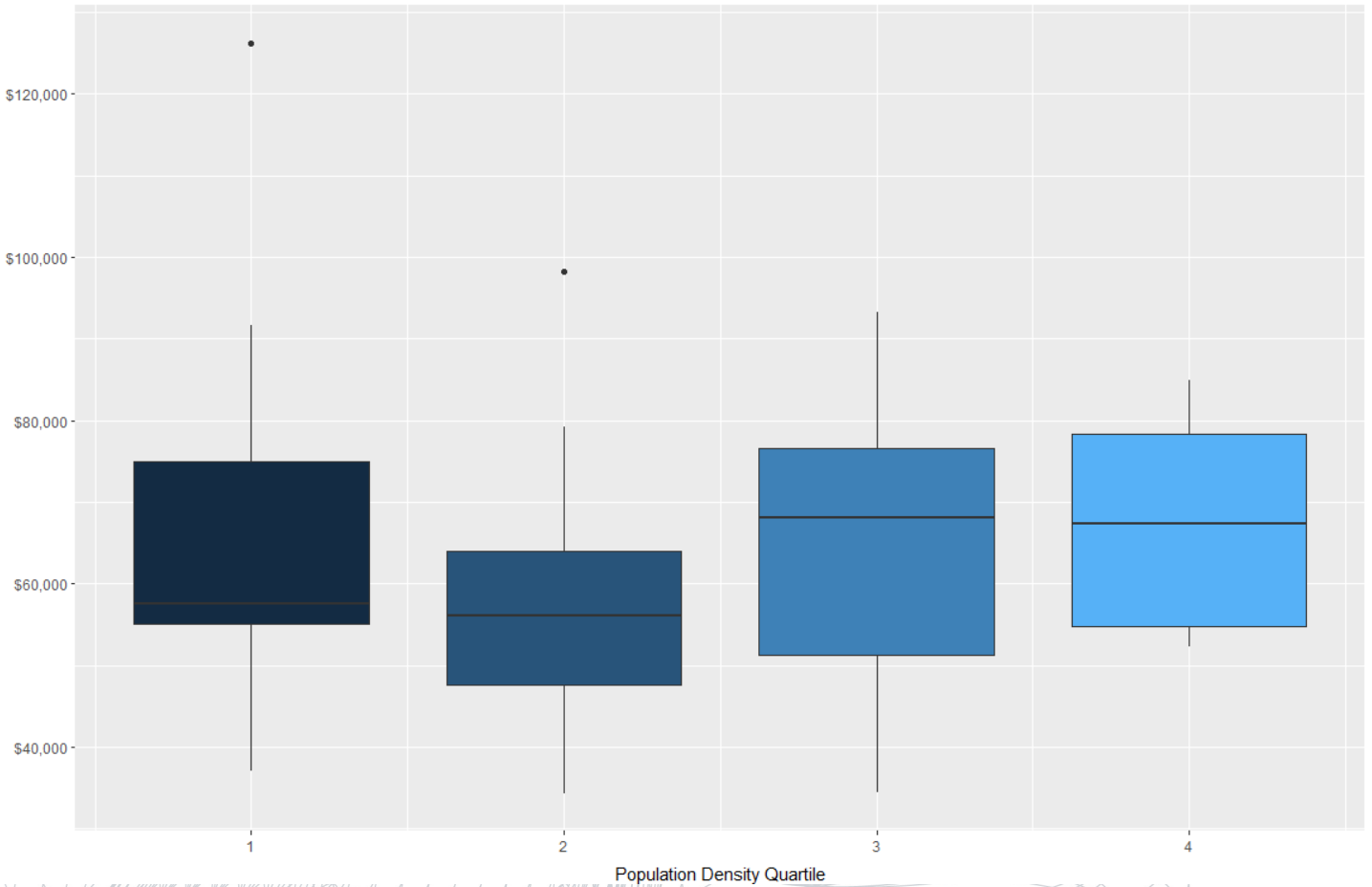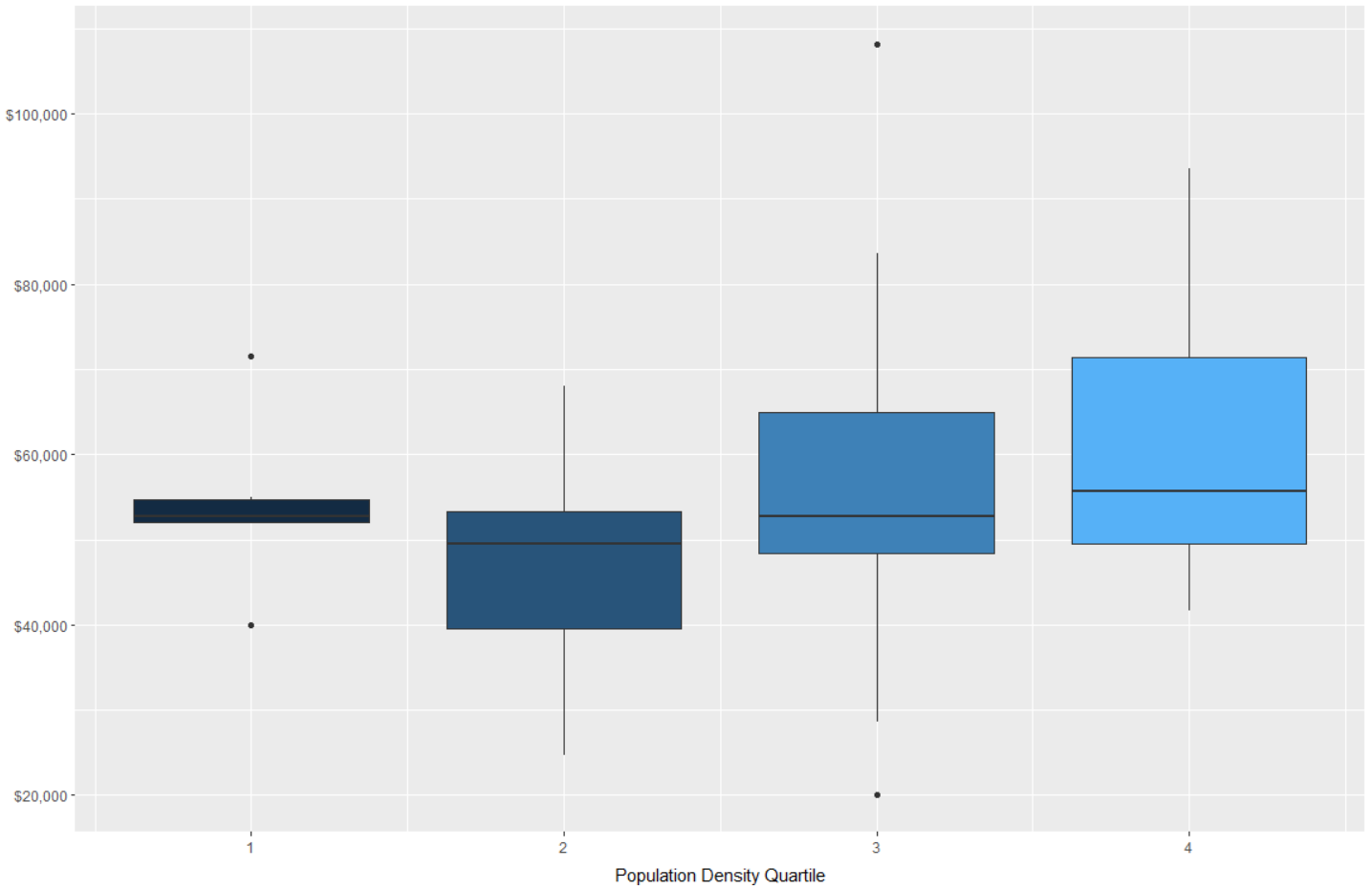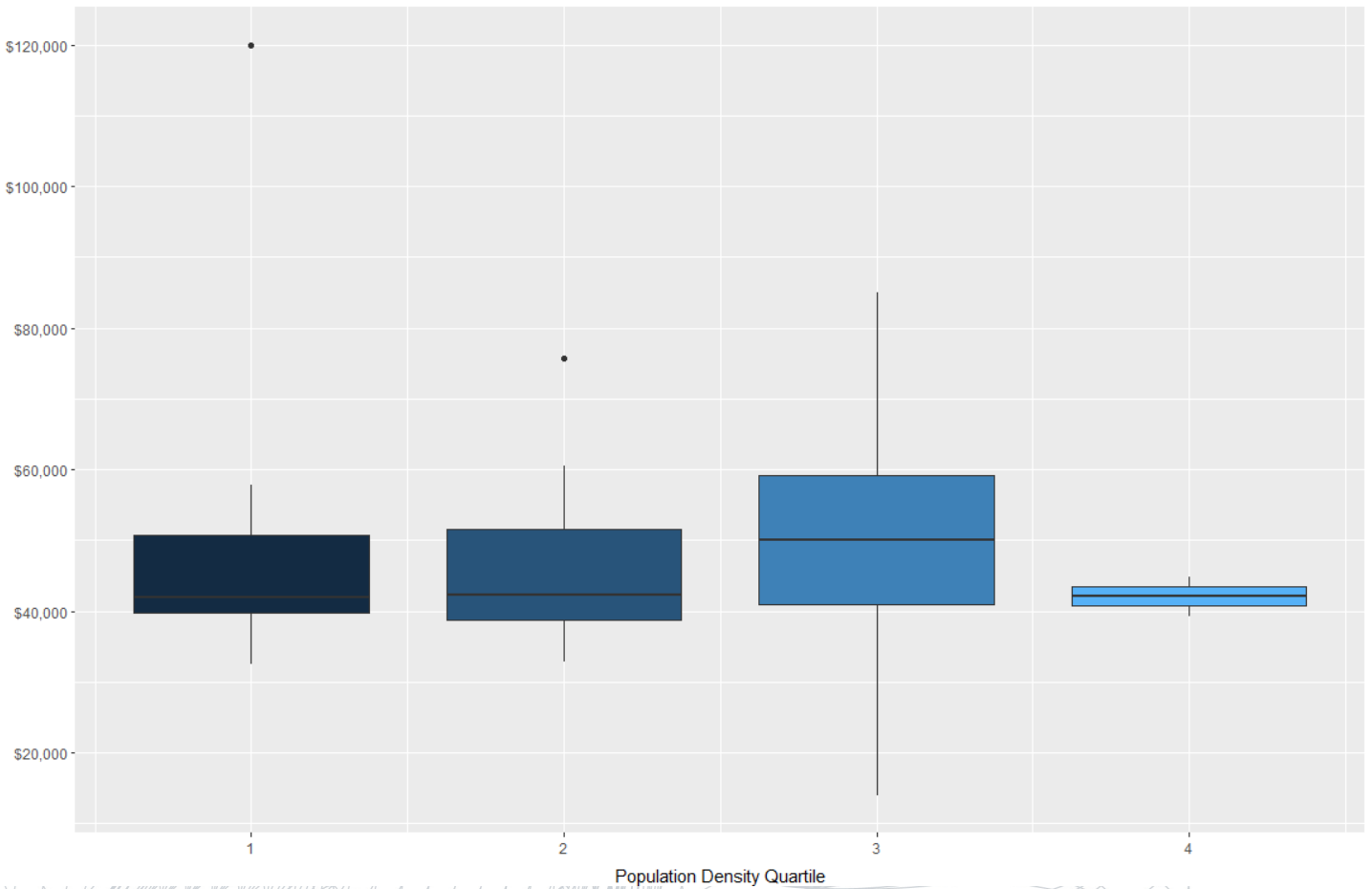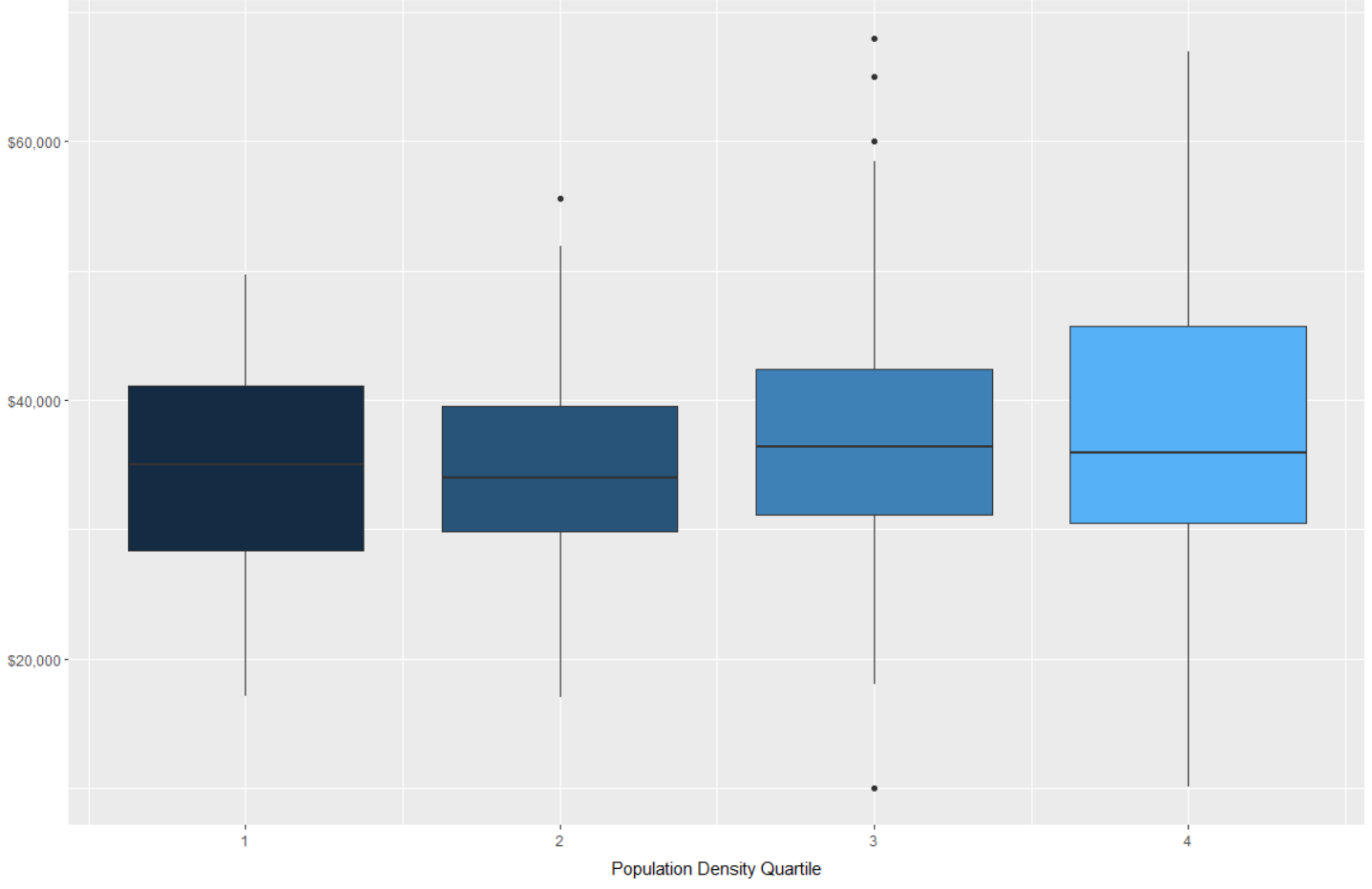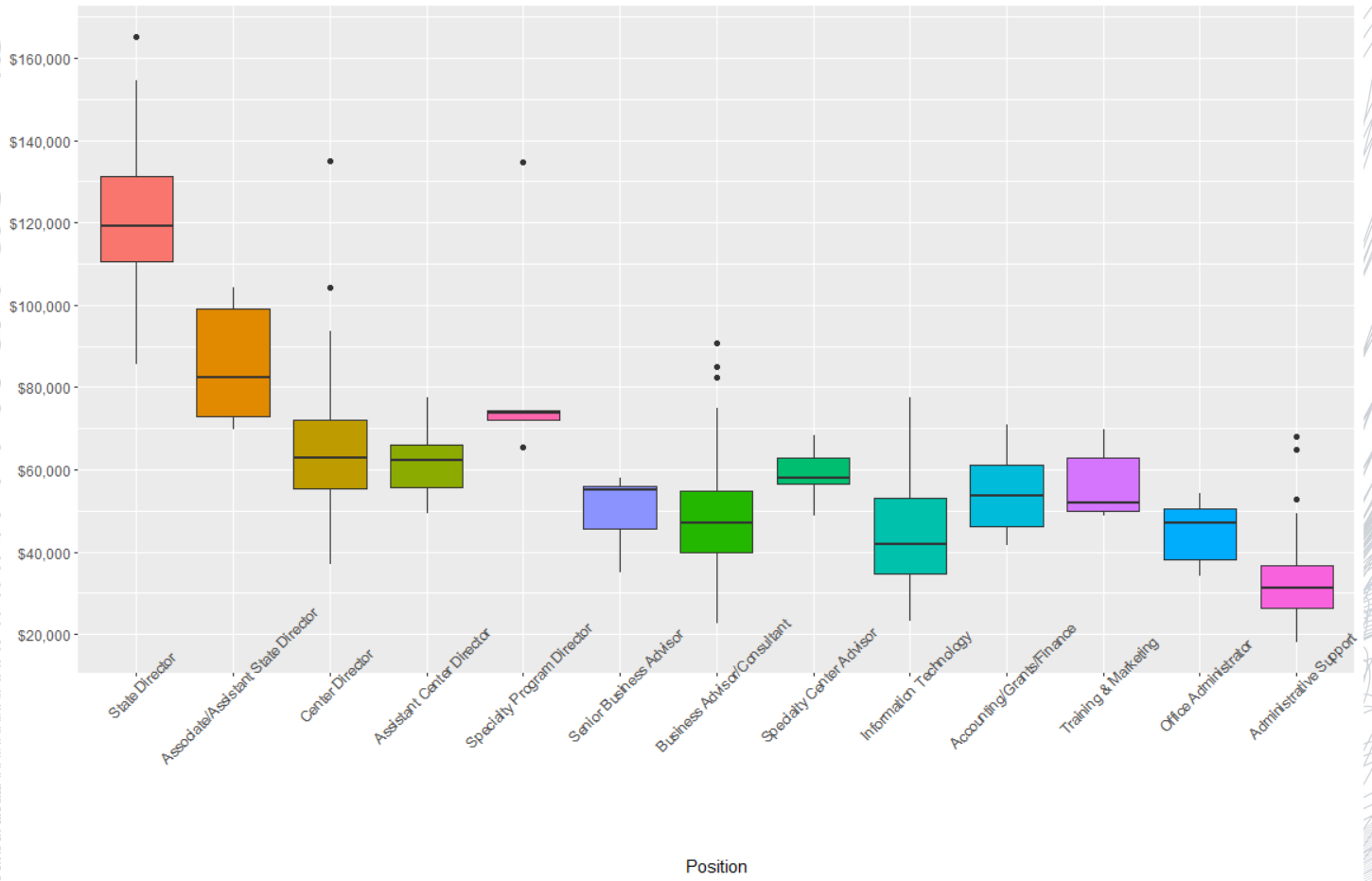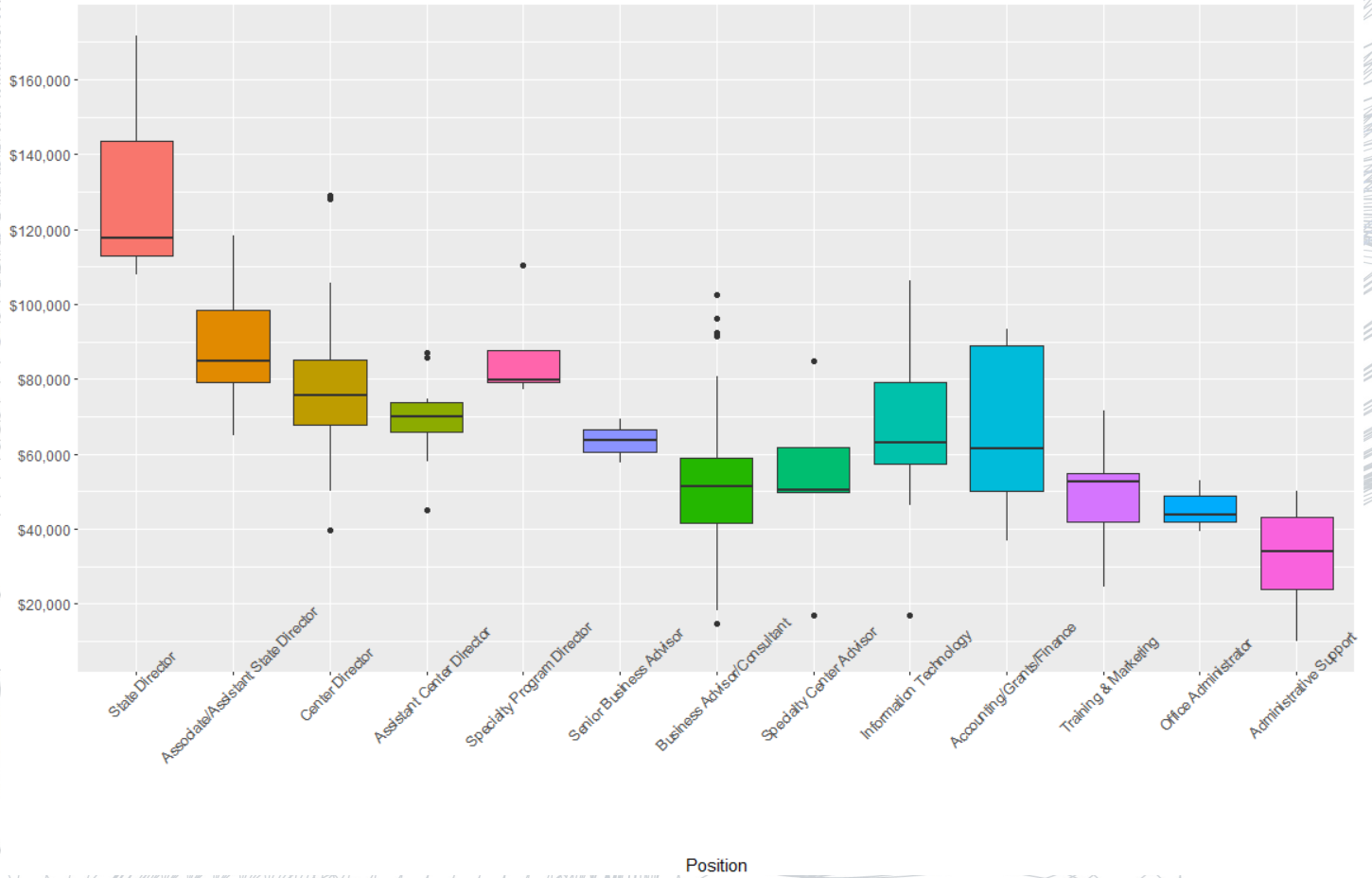## Salary by Population Density Quartiles - Center Director

Salary by Population Density Quartiles - Assistant Center Director

Salary by Population Density Quartiles - Specialty Program Director

Salary by Population Density Quartiles - Senior Business Advisor

Salary by Population Density Quartiles - Business Advisor/Consultant
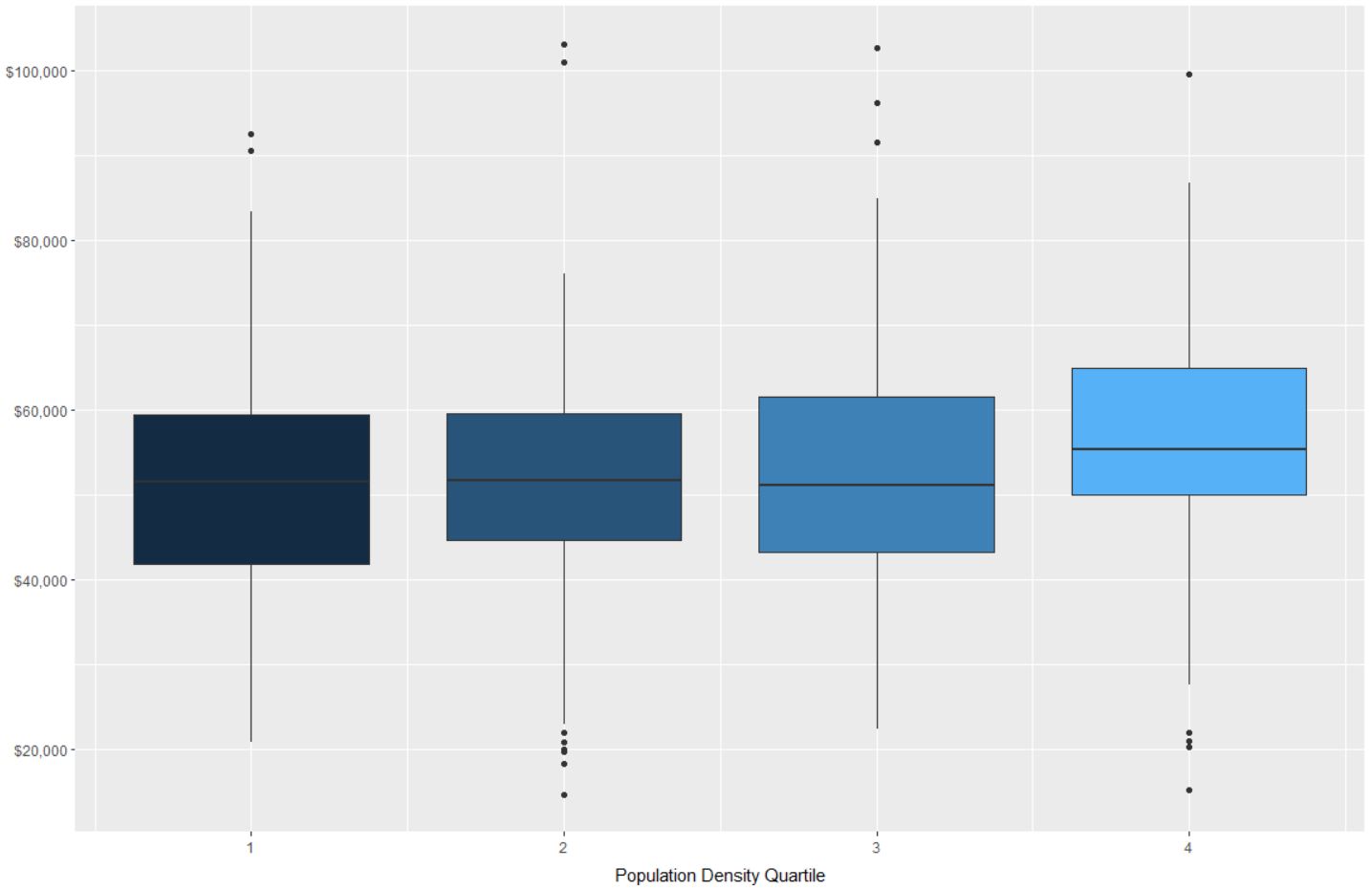
Salary by Population Density Quartiles - Specialty Center Advisor

Salary by Population Density Quartiles - Information Technology

Salary by Population Density Quartiles - Accounting/Grants/Finance

Salary by Population Density Quartiles - Training & Marketing

Salary by Population Density Quartiles - Office Administrator

Salary by Population Density Quartiles - Administrative Support

State Profile Table

| Geographic Area	Population	Population Density	RPP	Small Businesses	Population Quartile	Population Density Quartile	RPP Quartile	Small Businesses Quartile
Alabama	4779736	94.4	86.6	392939	3	2	1	3
Alaska	710231	1.2	105.4	71841	1	1	4	1
Arizona	6392017	56.3	95.9	553779	3	2	2	3
Arkansas	2915918	56.0	86.9	247018	2	2	1	2
California	37253956	239.1	114.4	3941201	4	3	4	4
Colorado	5029196	48.5	103.0	611495	3	1	4	3
Connecticut	3574097	738.1	108.7	342443	2	4	4	2
Delaware	897934	460.8	100.2	79417	1	4	3	1
District of Columbia	601723	9856.5	115.9	72837	1	4	4	1
Florida	18801310	350.6	99.7	2471260	4	4	3	4
Georgia	9687653	168.4	92.1	1041515	4	3	2	4
Hawaii	1360301	211.8	118.4	128863	2	3	4	1
Idaho	1567582	19.0	93.0	158426	2	1	2	2
Illinois	12830632	231.1	98.9	1219654	4	3	3	4
Indiana	6483802	181.0	90.3	508924	3	3	1	3
Iowa	3046355	54.5	90.2	267733	2	2	1	2
Kansas	2853118	34.9	90.5	251985	2	1	2	2
Kentucky	4339367	109.9	87.8	347159	3	3	1	2
Louisiana	4533372	104.9	90.4	437437	3	2	2	3
Maine	1328361	43.1	98.4	145536	1	1	3	1
Maryland	5773552	594.8	109.5	581712	3	4	4	3
Massachusetts	6547629	839.4	107.8	652661	3	4	4	3
Michigan	9883640	174.8	93.3	870301	4	3	2	4
Minnesota	5303925	66.6	97.5	513118	3	2	3	3
Mississippi	2967297	63.2	86.4	254598	2	2	1	2
Missouri	5988927	87.1	89.5	523459	3	2	1	3
Montana	989415	6.8	94.1	118315	1	1	2	1
Nebraska	1826341	23.8	90.5	172958	2	1	2	2
Nevada	2700551	24.6	97.4	254337	2	1	3	2
New Hampshire	1316470	147.0	105.9	133676	1	3	4	1
New Jersey	8791894	1195.5	113.2	861373	4	4	4	4
New Mexico	2059179	17.0	93.6	154257	2	1	2	2
New York	19378102	411.2	115.6	2143667	4	4	4	4
North Carolina	9535483	196.1	90.9	890398	4	3	2	4
North Dakota	672591	9.7	91.5	72723	1	1	2	1
Ohio	11536504	282.3	89.3	944797	4	3	1	4
Oklahoma	3751351	54.7	89.0	347165	2	2	1	2
Oregon	3831074	39.9	99.8	368308	3	1	3	2
Pennsylvania	12702379	283.9	98.4	1037737	4	3	3	4
Rhode Island	1052567	1018.1	99.6	99821	1	4	3	1
South Carolina	4625364	153.9	90.3	406536	3	3	1	3
South Dakota	814180	10.7	88.3	85252	1	1	1	1
Tennessee	6346105	153.9	90.2	589546	3	3	1	3
Texas	25145561	96.3	96.9	2627724	4	2	3	4
Utah	2763885	33.6	97.3	277140	2	1	3	2
Vermont	625741	67.9	101.6	77683	1	2	3	1
Virginia	8001024	202.6	102.3	723962	4	3	3	4
Washington	6724540	101.2	105.5	590908	4	2	4	3
West Virginia	1852994	77.1	87.6	114391	2	2	1	1
Wisconsin	5686986	105.0	92.8	448032	3	2	2	3
Wyoming	563626	5.8	96.7	65462	1	1	2	1
Guam	159358	759.6	NA	NA	1	4	NA	NA
Virgin Islands	106405	792.2	NA	NA	1	4	NA	NA
American Samoa	55519	726.2	NA	NA	1	4	NA	NA
Puerto Rico	3725789	1088.2	NA	NA	2	4	NA	NA

Salaries for Regional Price Parity for State - Quartile 1

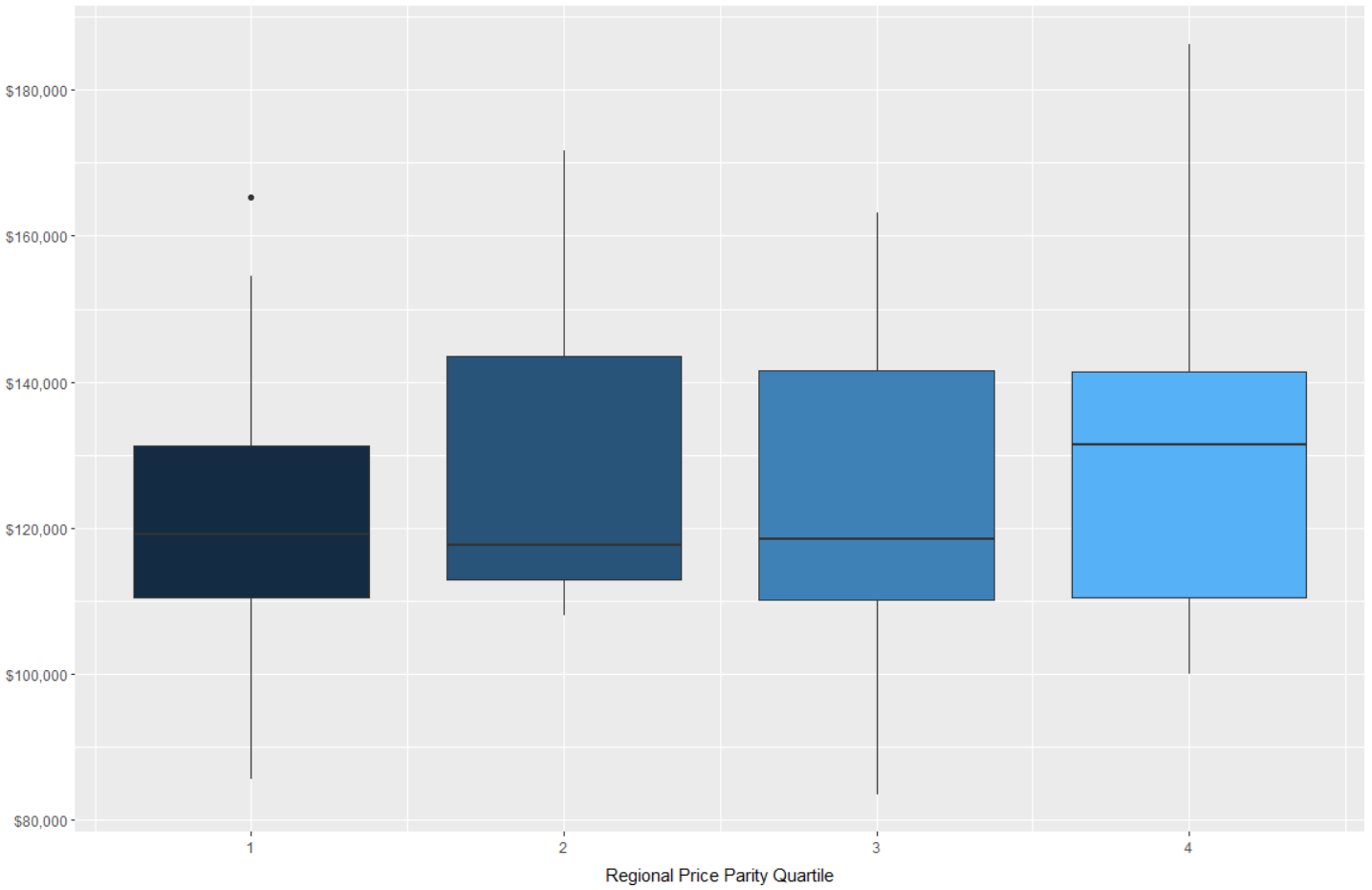Salaries for Regional Price Parity for State - Quartile 2

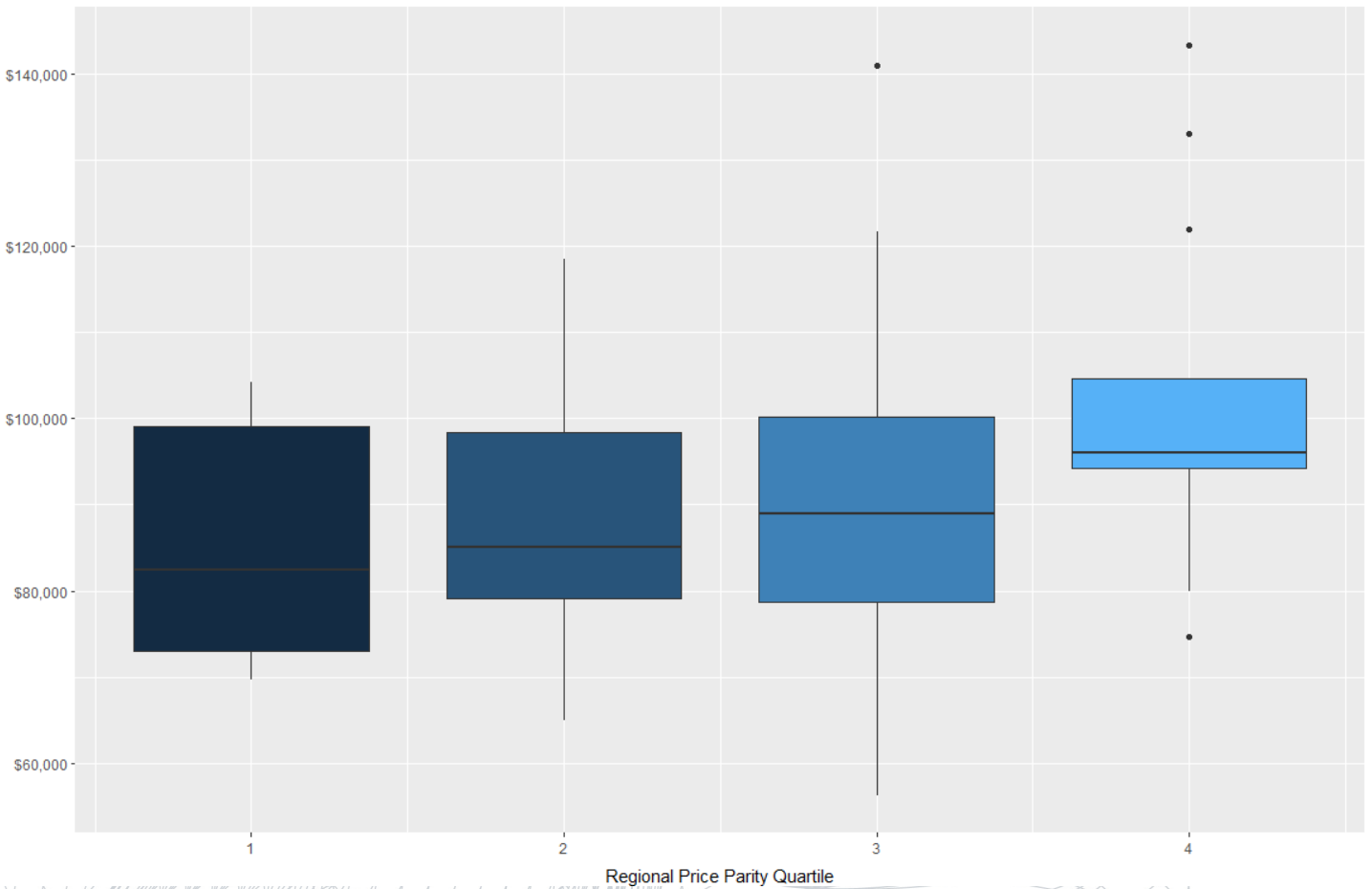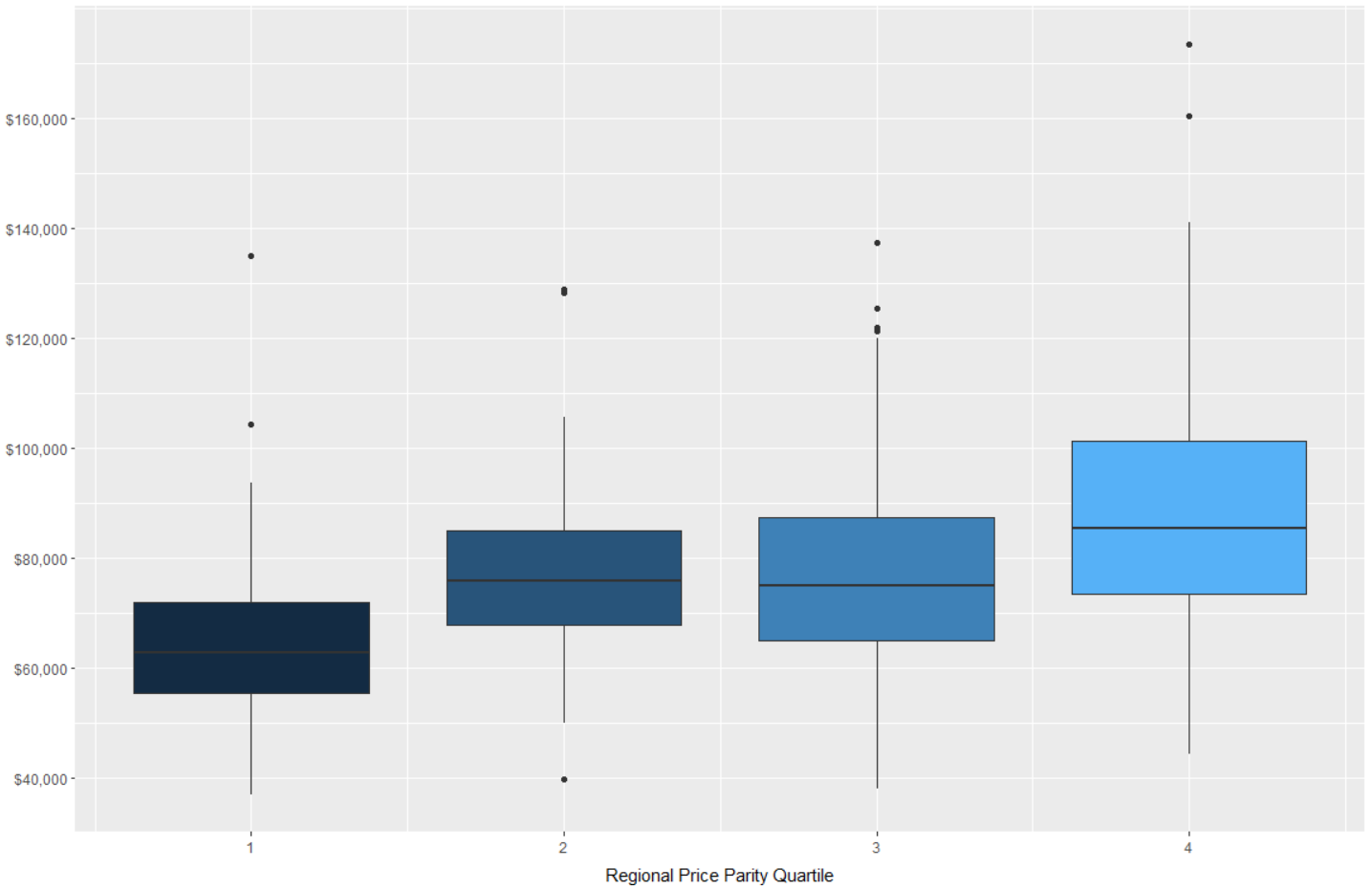# Salaries for Regional Price Parity for State - Quartile 3
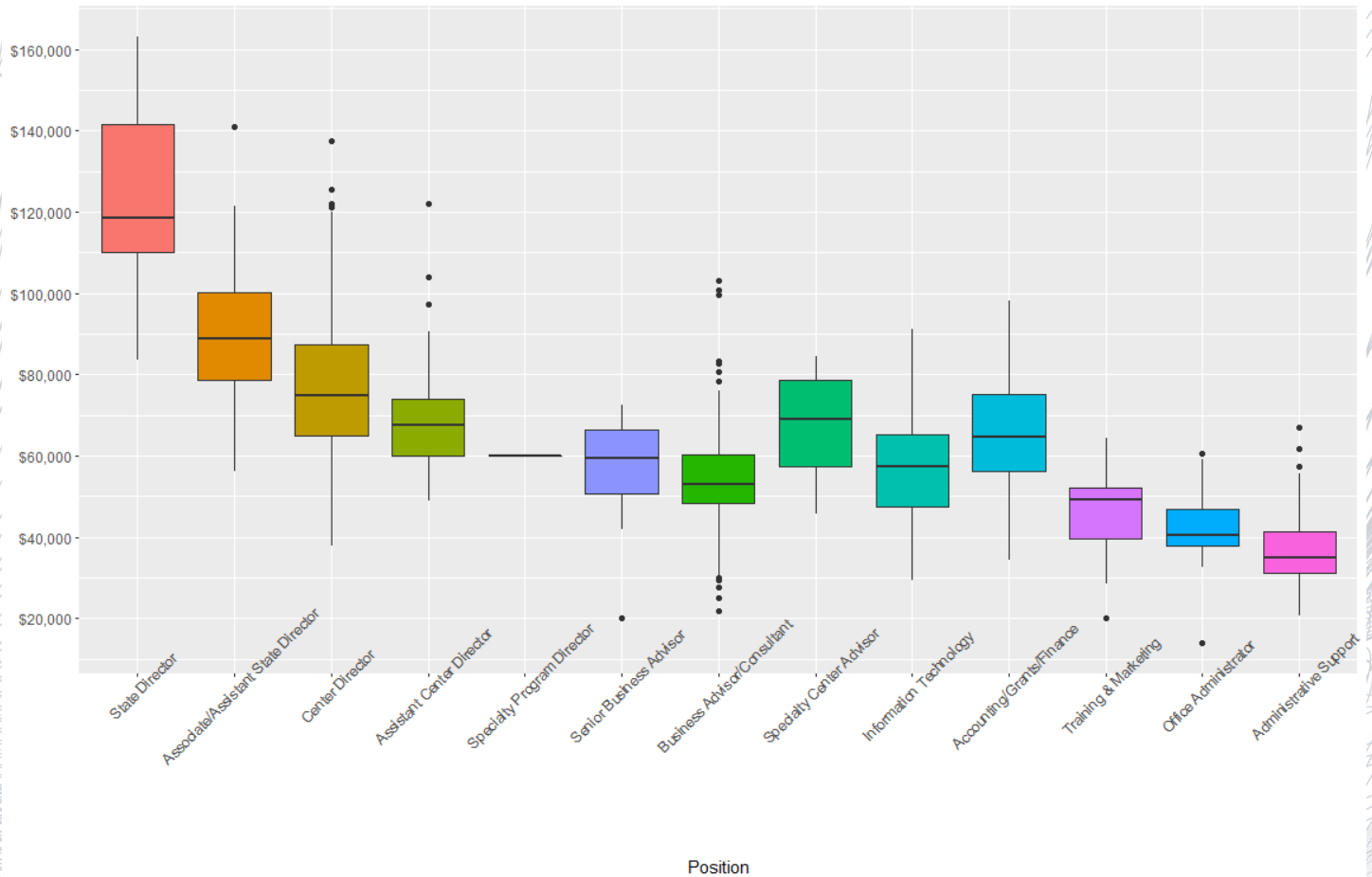
Salaries for Regional Price Parity for State - Quartile 4
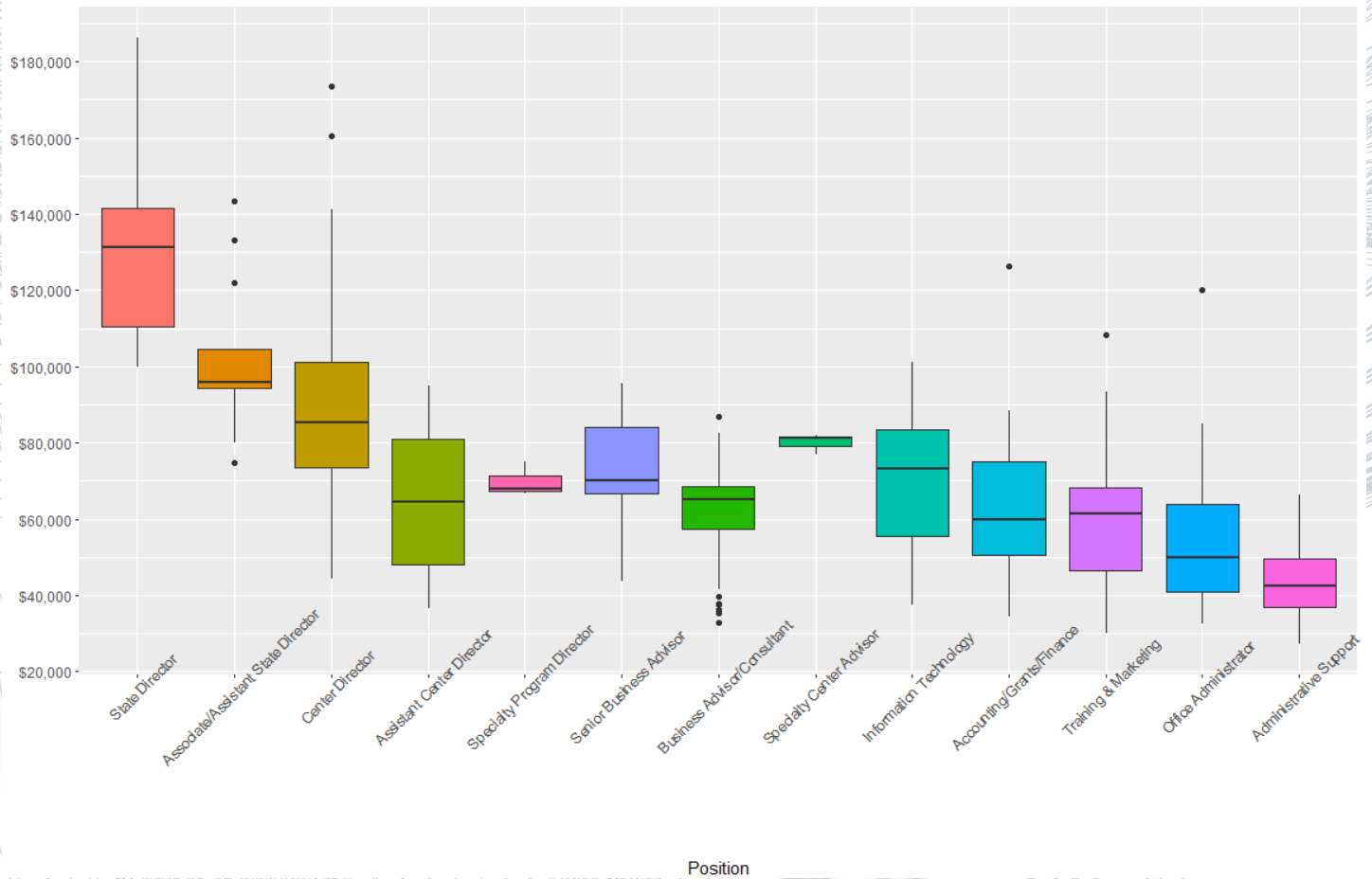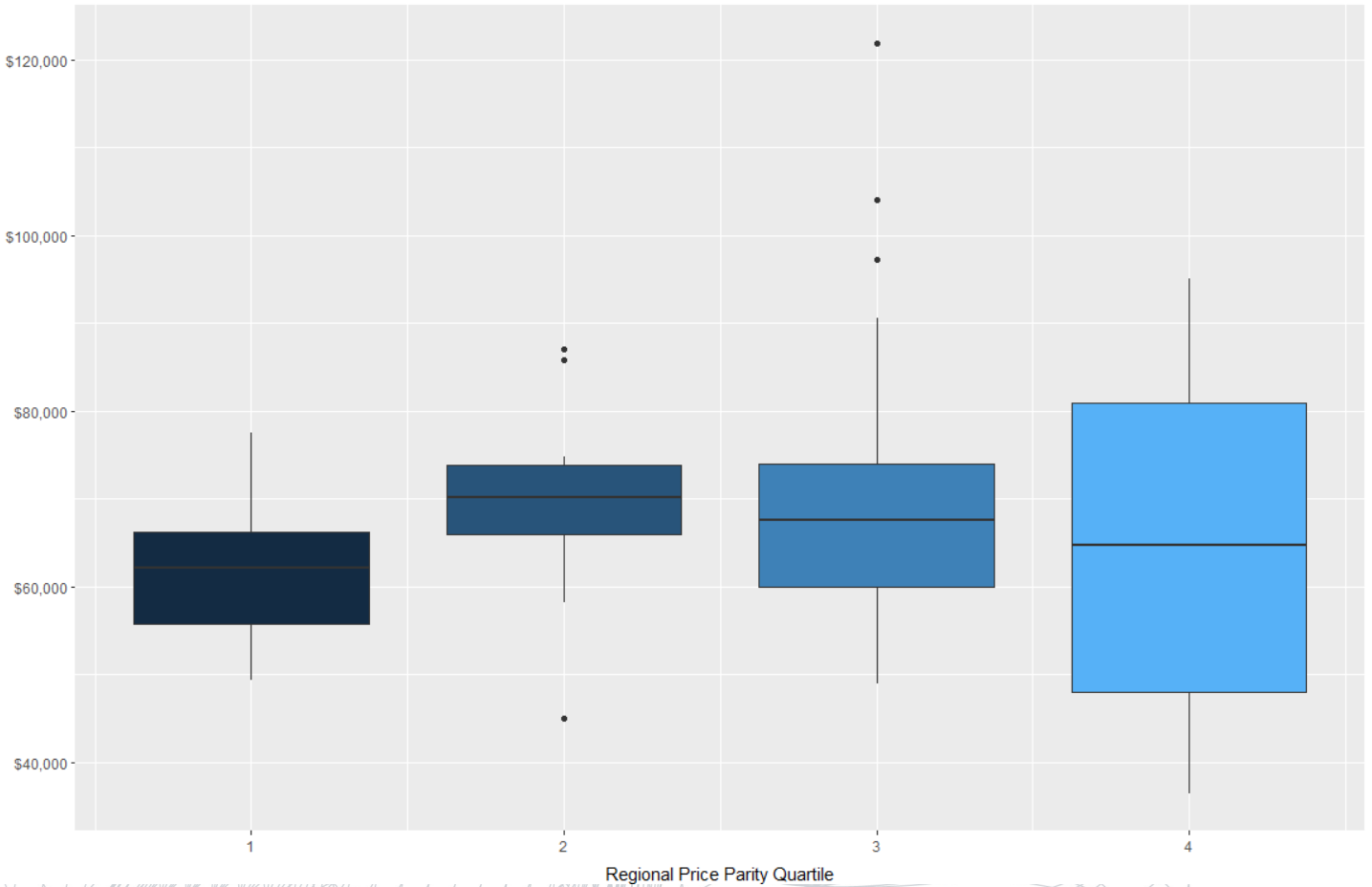
Salary by RPP Quartiles - State Director

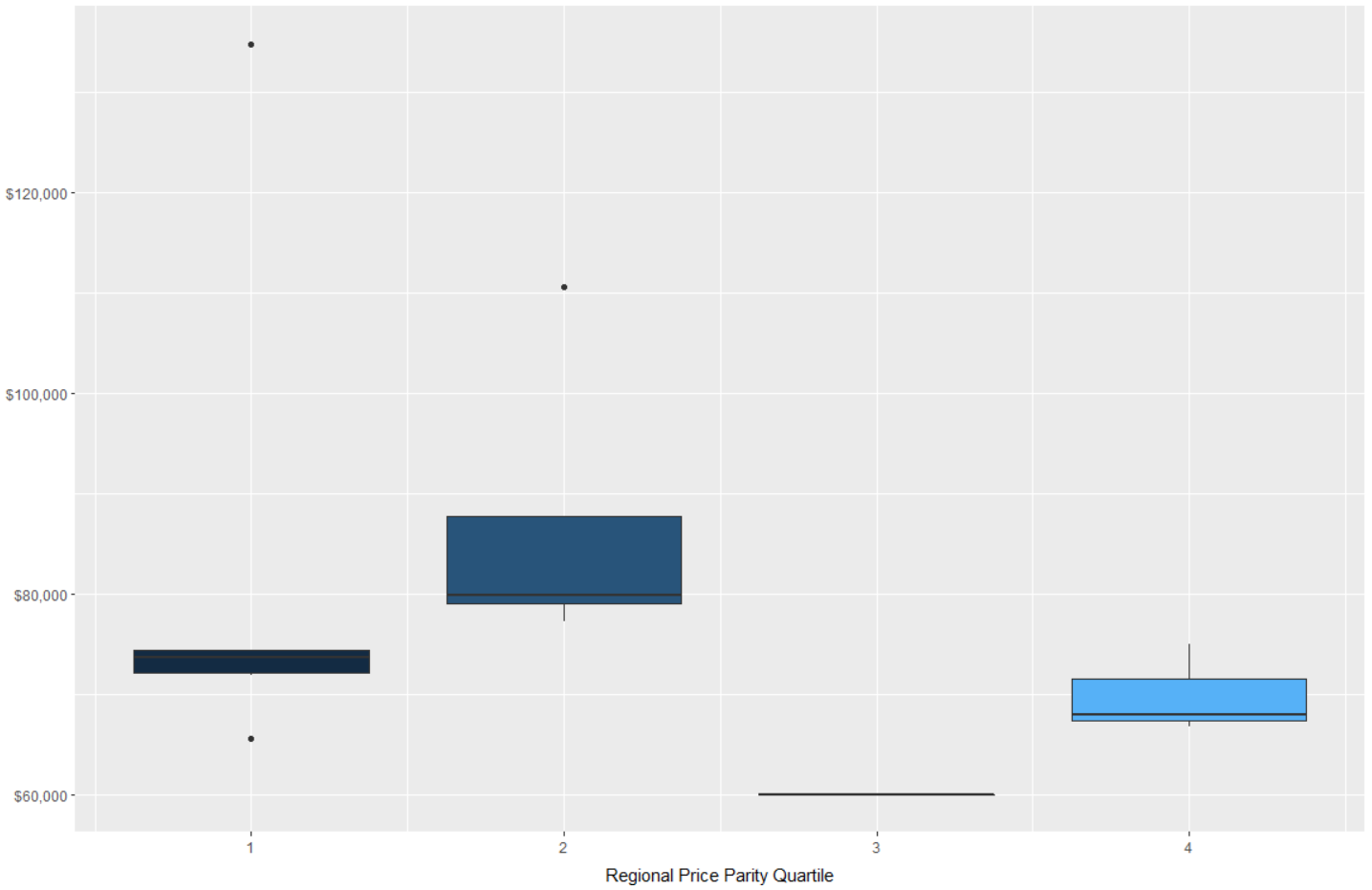## Salary by RPP Quartiles - Associate/Assistant State Director

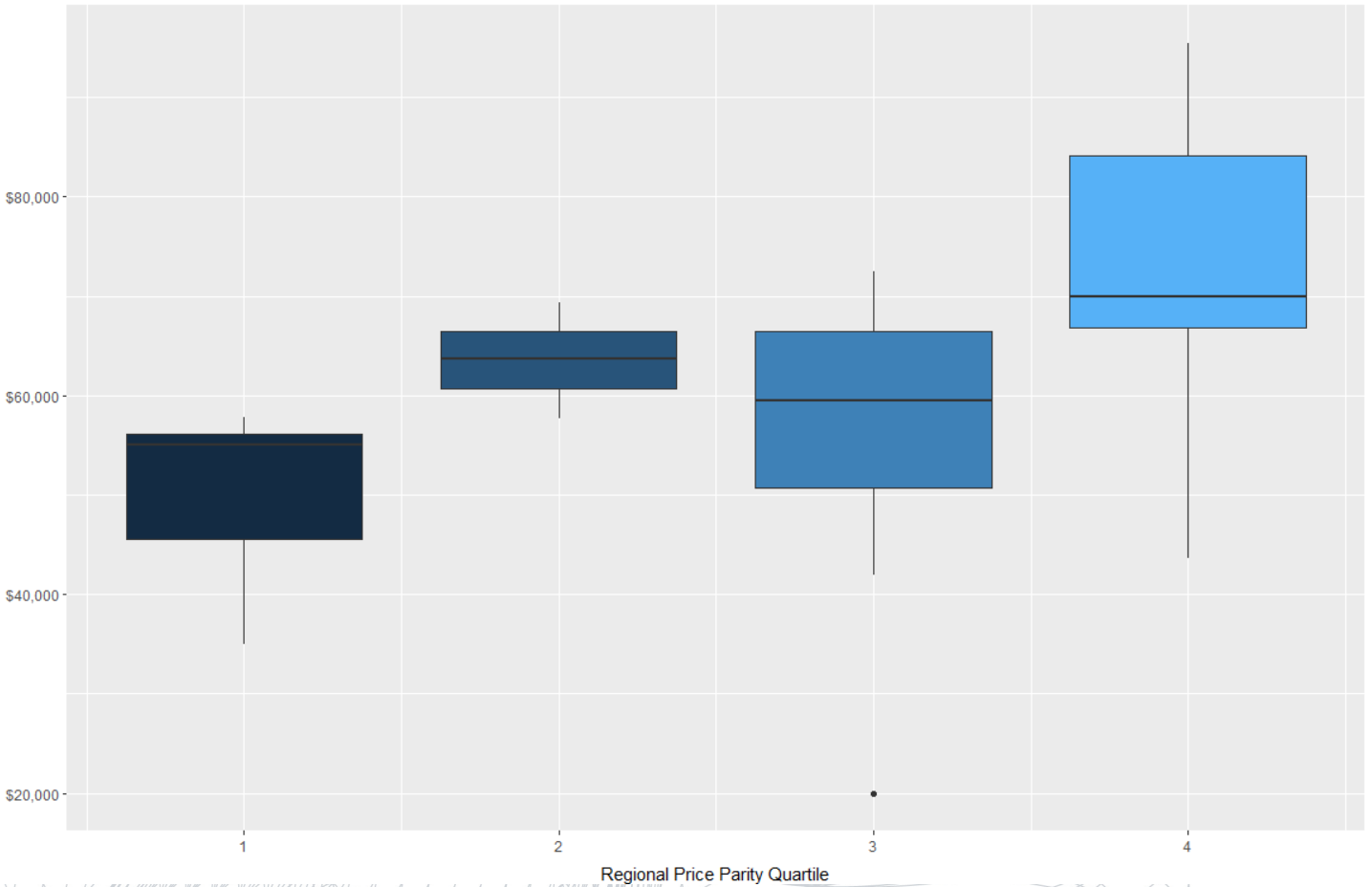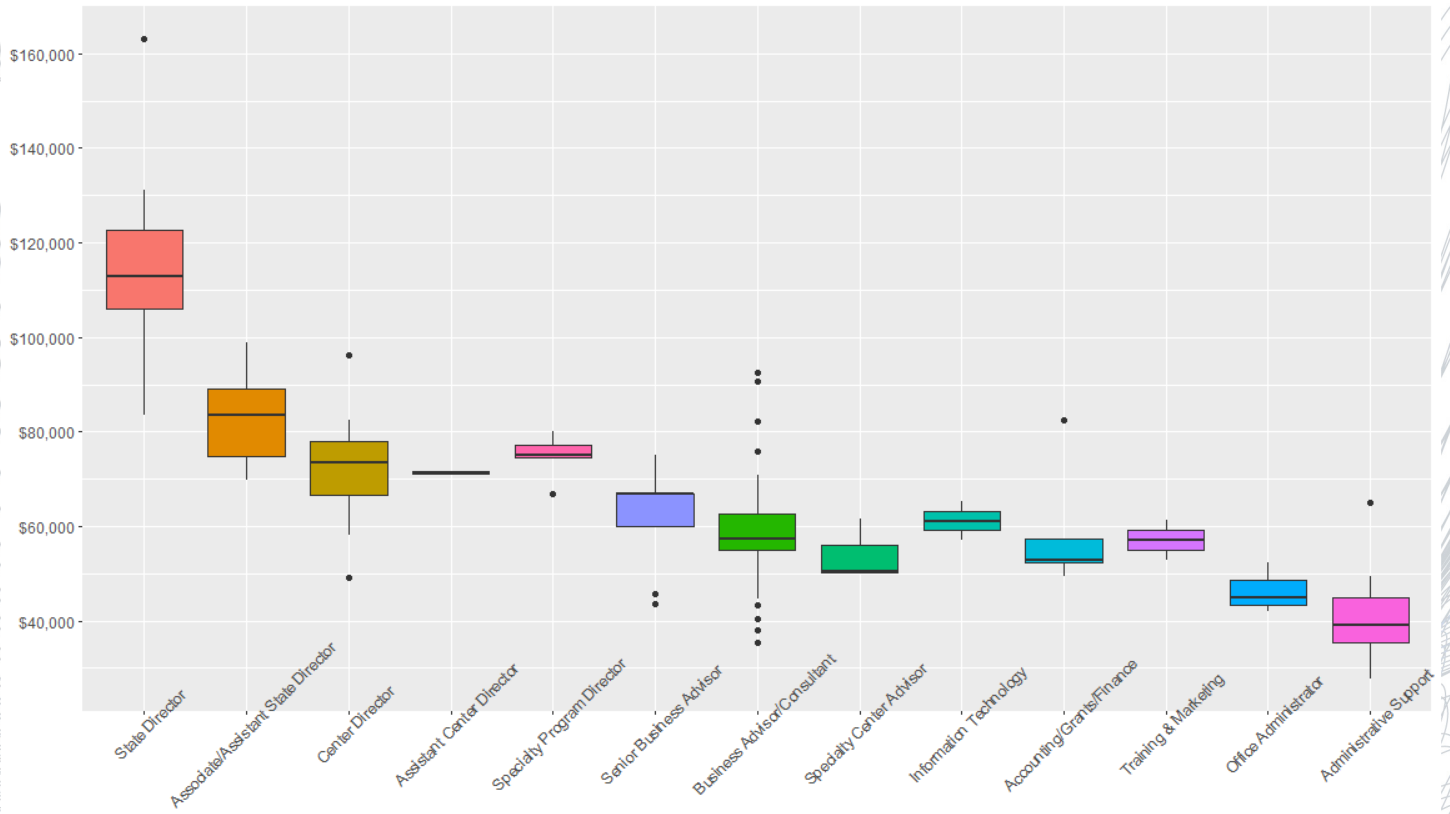## Salary by RPP Quartiles - Center Director

Regional Price Parity Quartile

Salary by RPP Quartiles - Assistant Center Director

Regional Price Parity Quartile

Salary by RPP Quartiles - Specialty Program Director

Salary by RPP Quartiles - Senior Business Advisor

Salary by RPP Quartiles - Business Advisor/Consultant
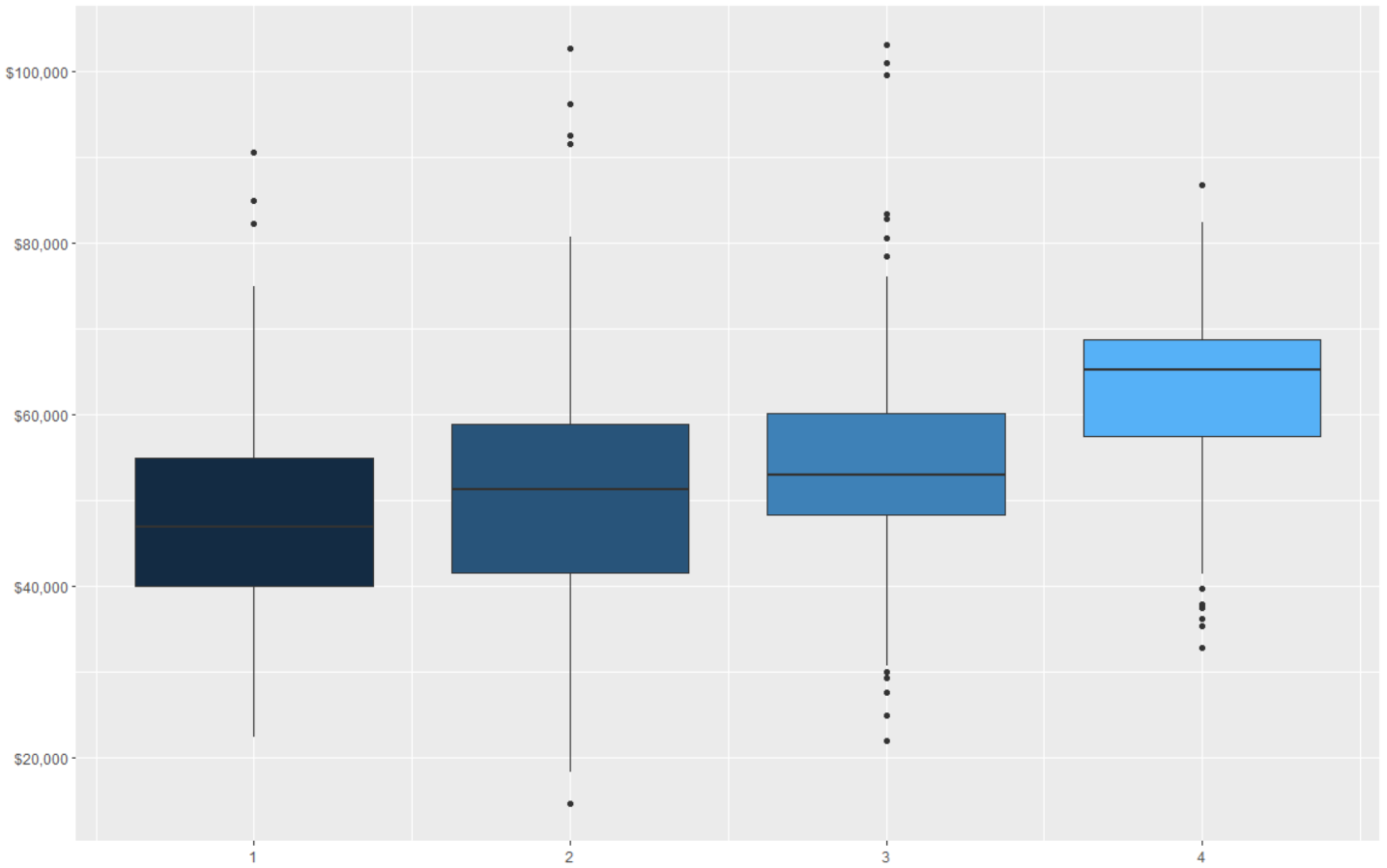
Salary by RPP Quartiles - Specialty Center Advisor
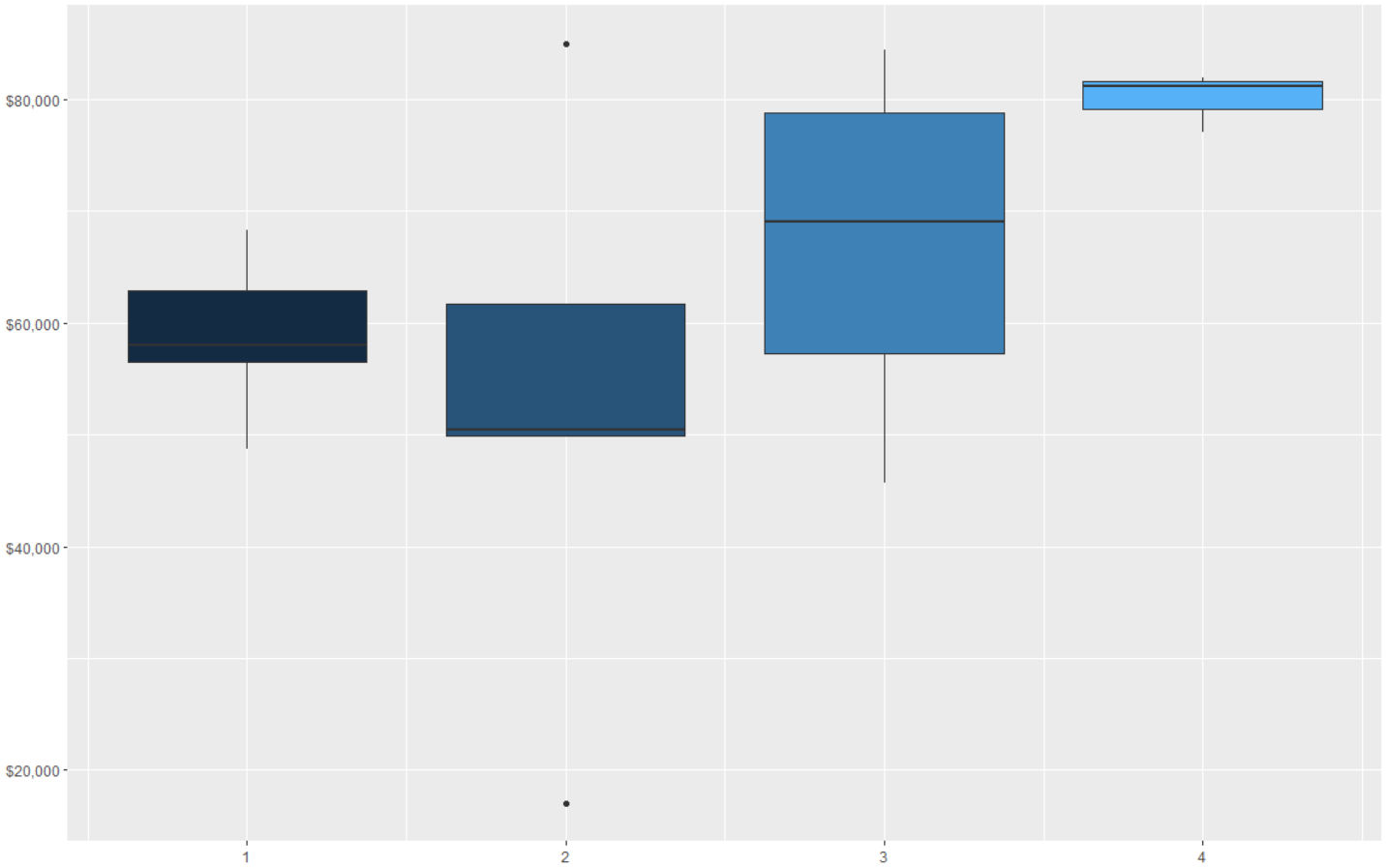
Salary by RPP Quartiles - Information Technology

Regional Price Parity Quartile

Salary by RPP Quartiles - Accounting/Grants/Finance

Regional Price Parity Quartile
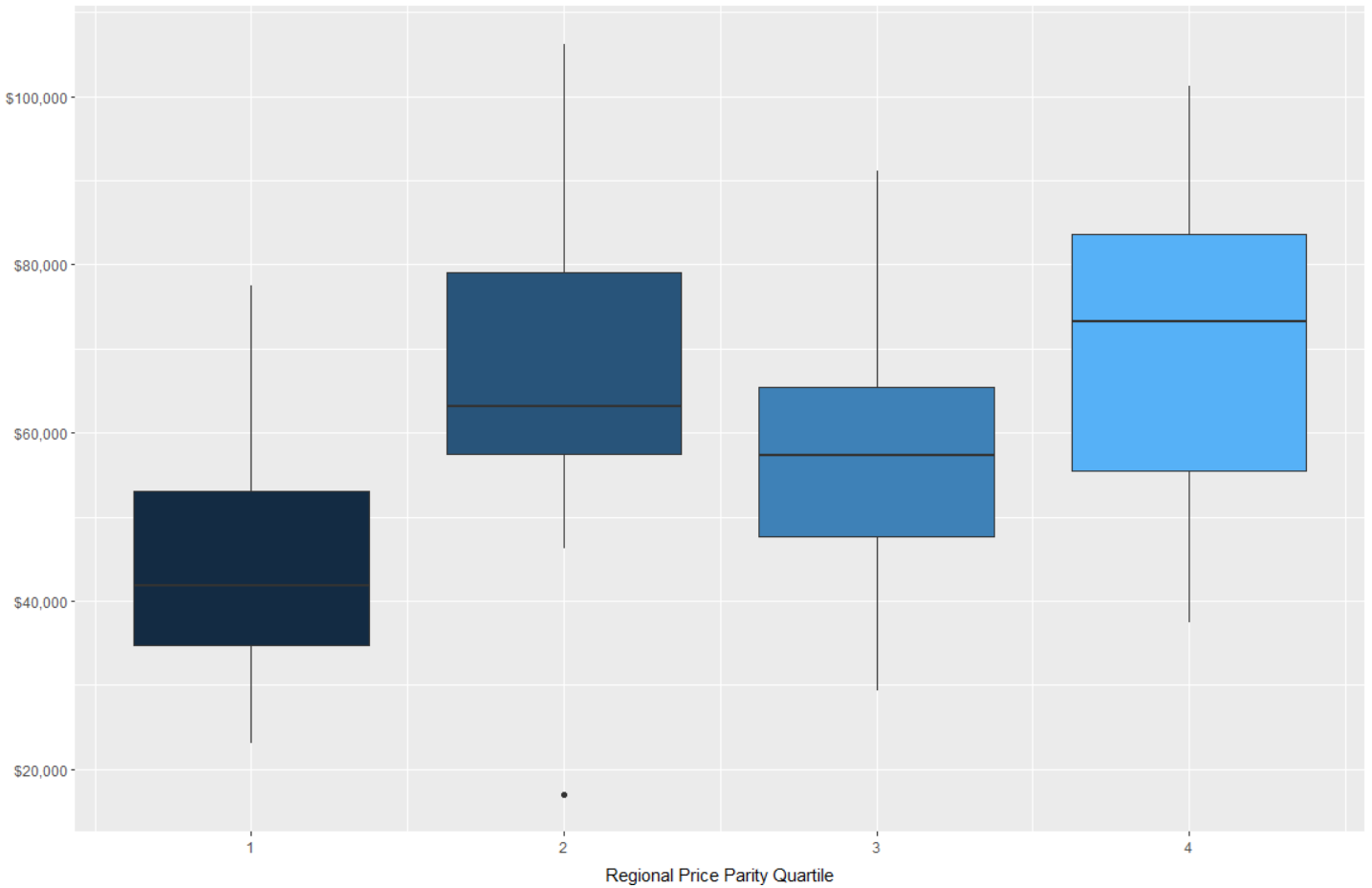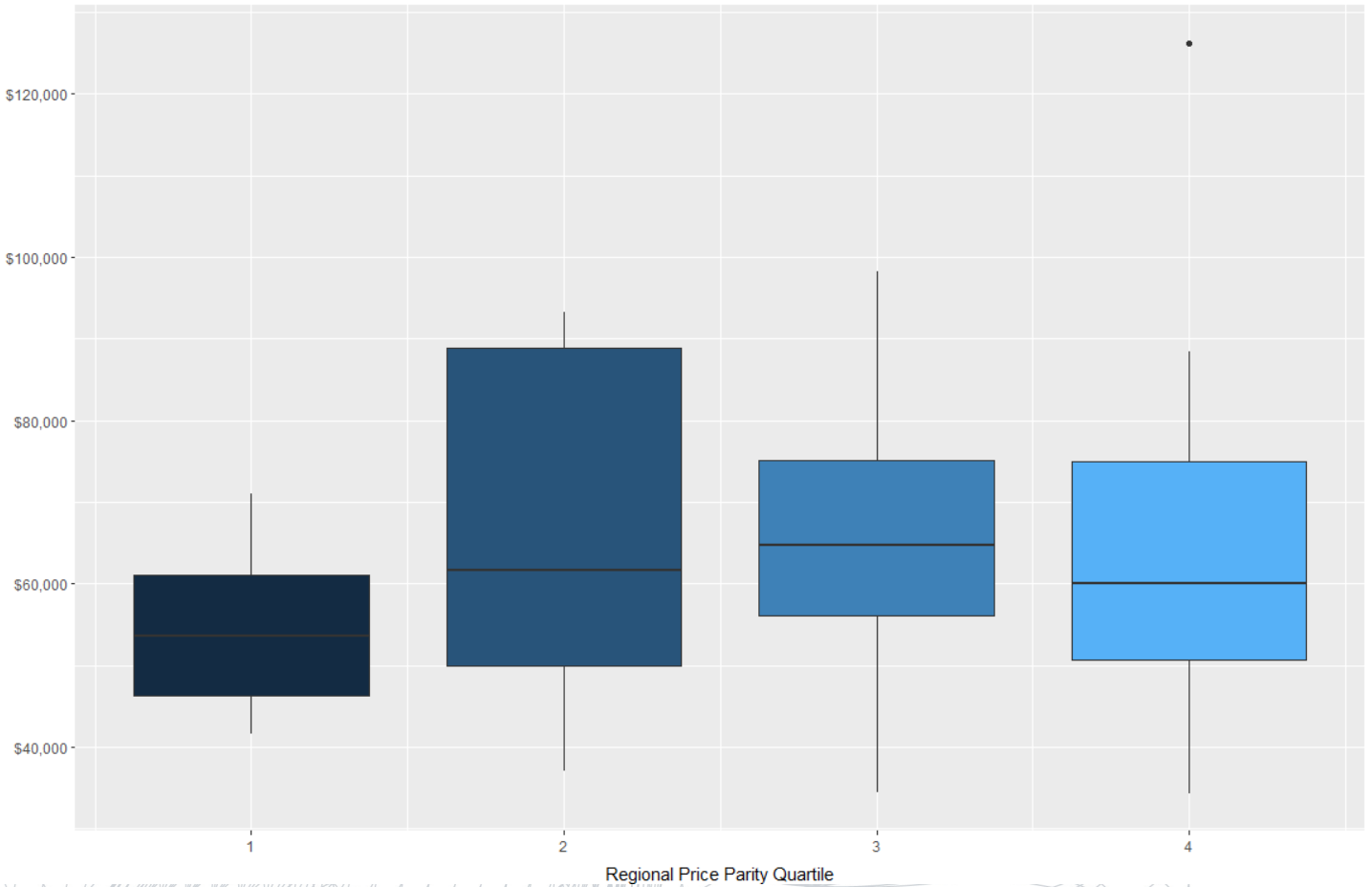
Salary by RPP Quartiles - Training & Marketing
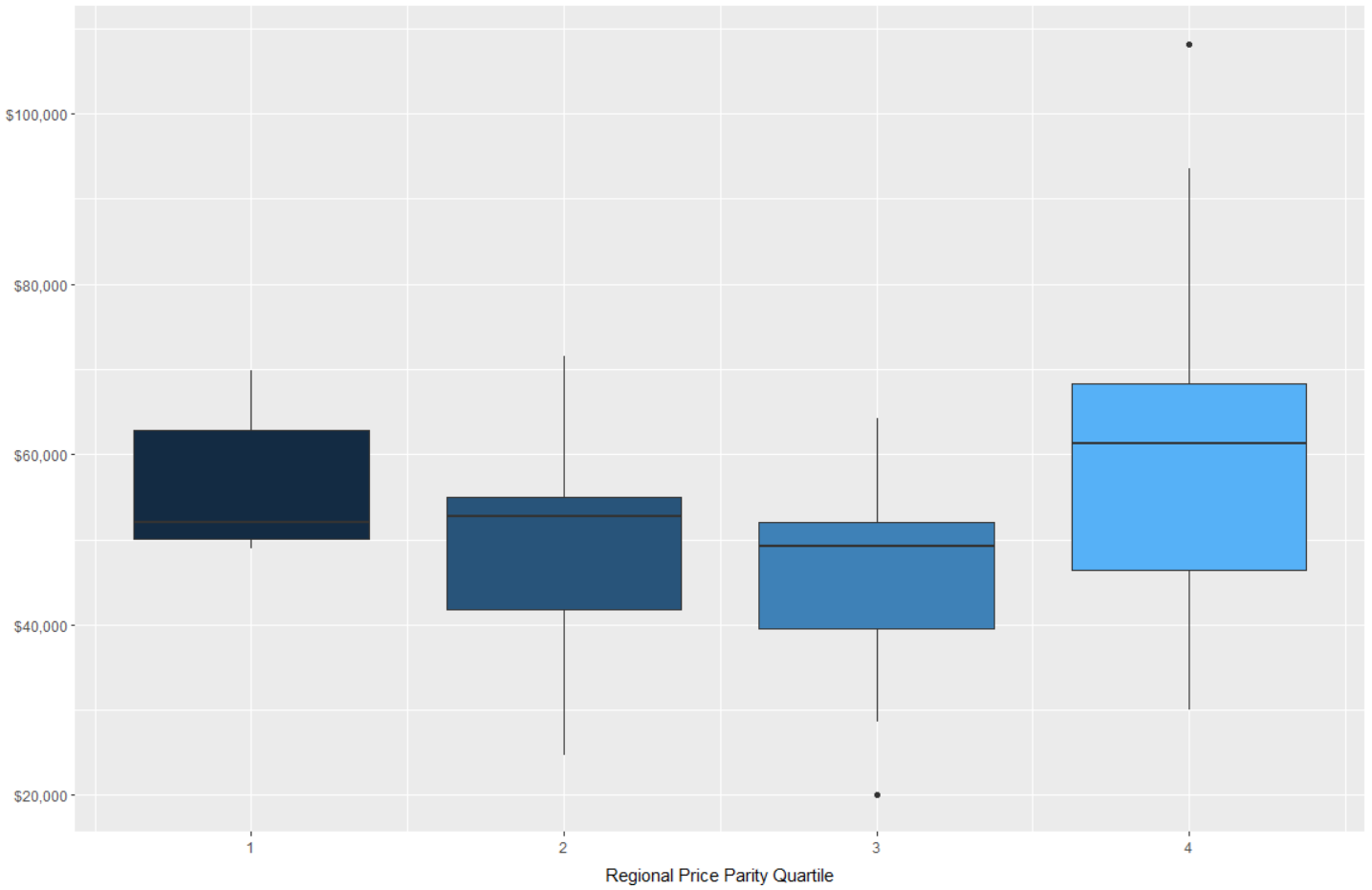
Salary by RPP Quartiles - Office Administrator

Salary by RPP Quartiles - Administrative Support

State Profile Table

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California	37253956	239.1	114.4	3941201	4	3	4	4
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Connecticut	3574097	738.1	108.7	342443	2	4	4	2
Delaware	897934	460.8	100.2	79417	1	4	3	1
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Indiana	6483802	181.0	90.3	508924	3	3	1	3
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Kansas	2853118	34.9	90.5	251985	2	1	2	2
Kentucky	4339367	109.9	87.8	347159	3	3	1	2
Louisiana	4533372	104.9	90.4	437437	3	2	2	3
Maine	1328361	43.1	98.4	145536	1	1	3	1
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Massachusetts	6547629	839.4	107.8	652661	3	4	4	3
Michigan	9883640	174.8	93.3	870301	4	3	2	4
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Mississippi	2967297	63.2	86.4	254598	2	2	1	2
Missouri	5988927	87.1	89.5	523459	3	2	1	3
Montana	989415	6.8	94.1	118315	1	1	2	1
Nebraska	1826341	23.8	90.5	172958	2	1	2	2
Nevada	2700551	24.6	97.4	254337	2	1	3	2
New Hampshire	1316470	147.0	105.9	133676	1	3	4	1
New Jersey	8791894	1195.5	113.2	861373	4	4	4	4
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North Dakota	672591	9.7	91.5	72723	1	1	2	1
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Oklahoma	3751351	54.7	89.0	347165	2	2	1	2
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Pennsylvania	12702379	283.9	98.4	1037737	4	3	3	4
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Washington	6724540	101.2	105.5	590908	4	2	4	3
West Virginia	1852994	77.1	87.6	114391	2	2	1	1
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Wyoming	563626	5.8	96.7	65462	1	1	2	1
Guam	159358	759.6	NA	NA	1	4	NA	NA
Virgin Islands	106405	792.2	NA	NA	1	4	NA	NA
American Samoa	55519	726.2	NA	NA	1	4	NA	NA
Puerto Rico	3725789	1088.2	NA	NA	2	4	NA	NA

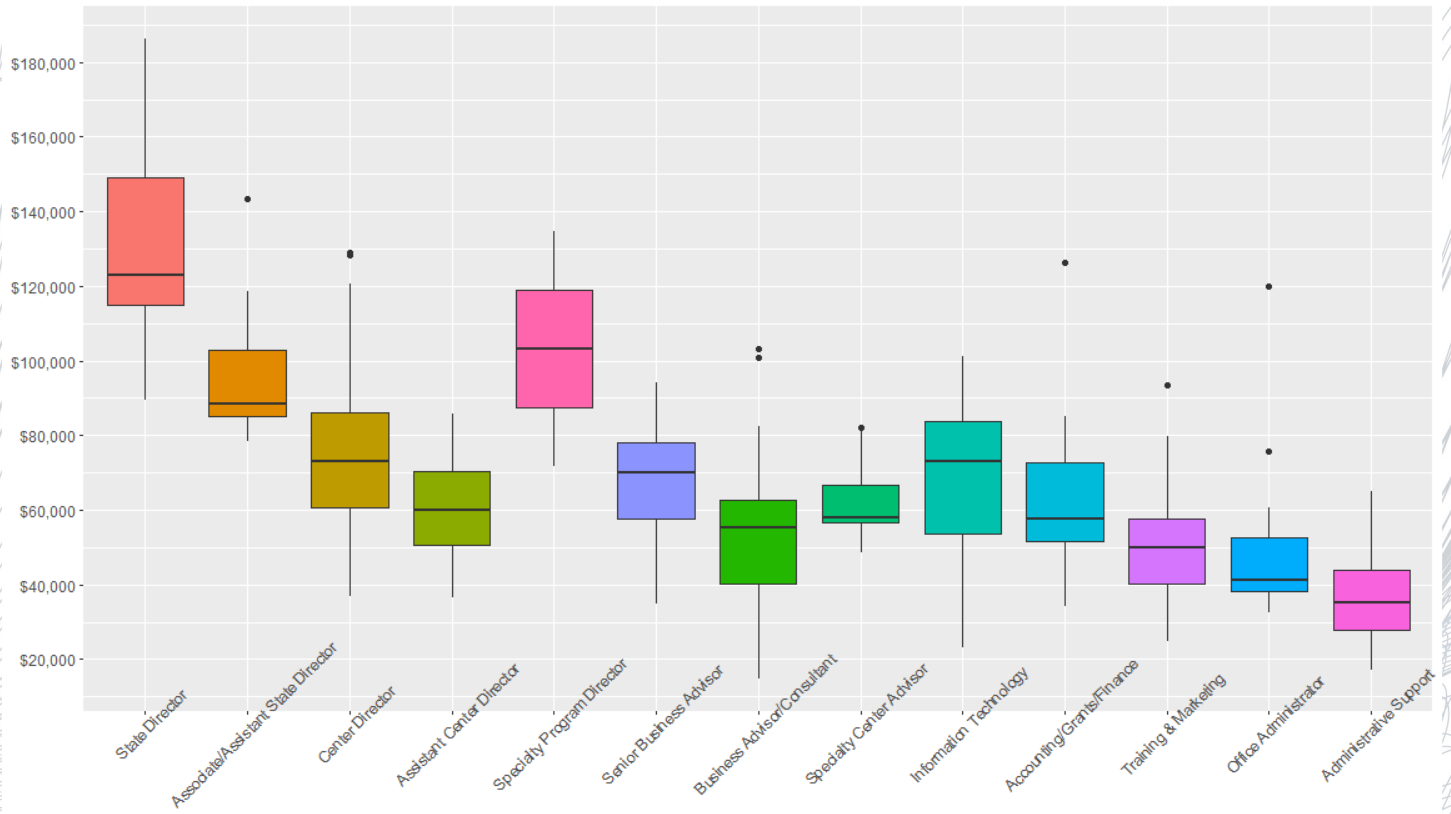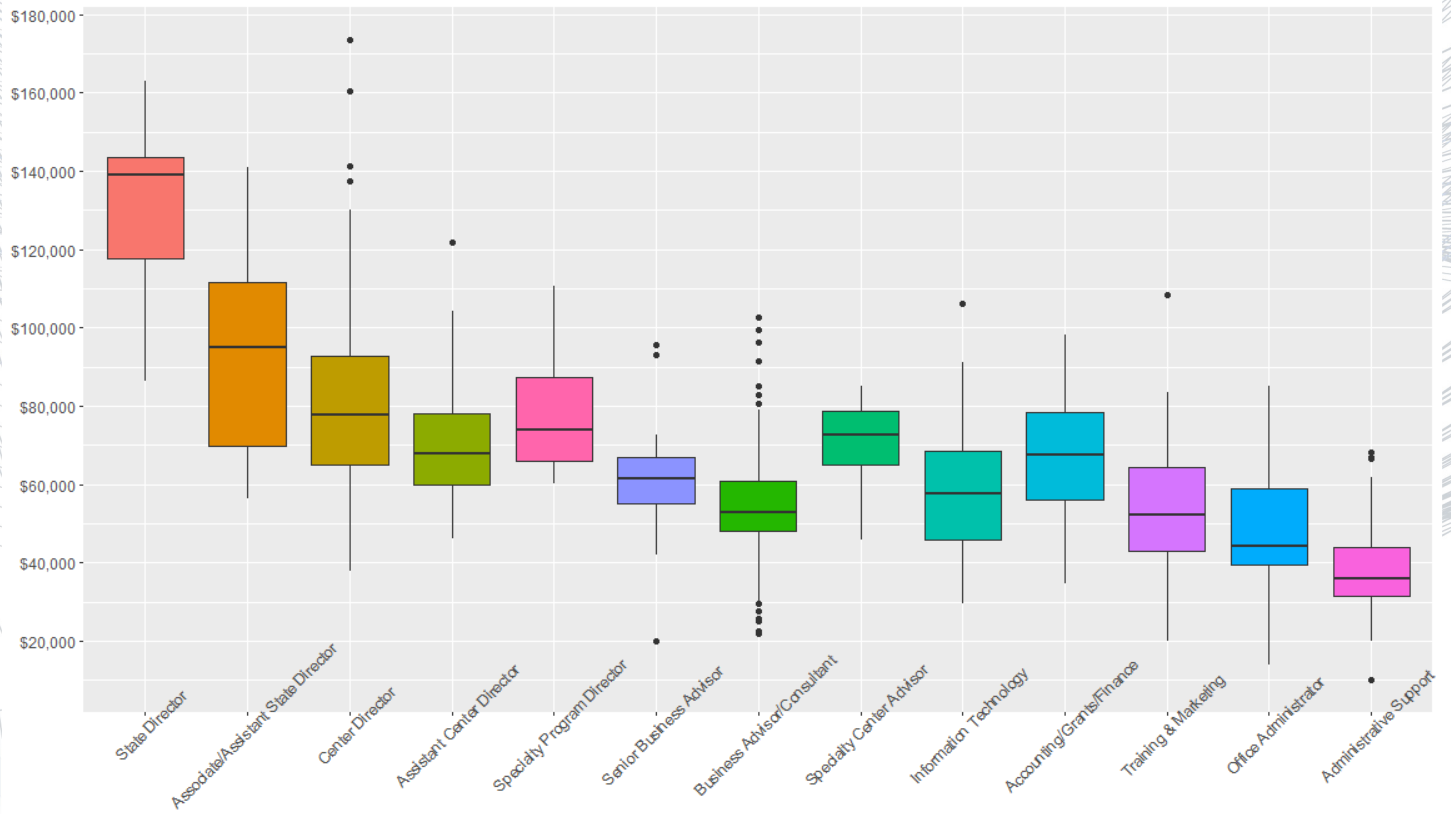# Salaries for Number of Small Businesses in the State - Quartile 1

Position

Salaries for Number of Small Businesses in the State - Quartile 2
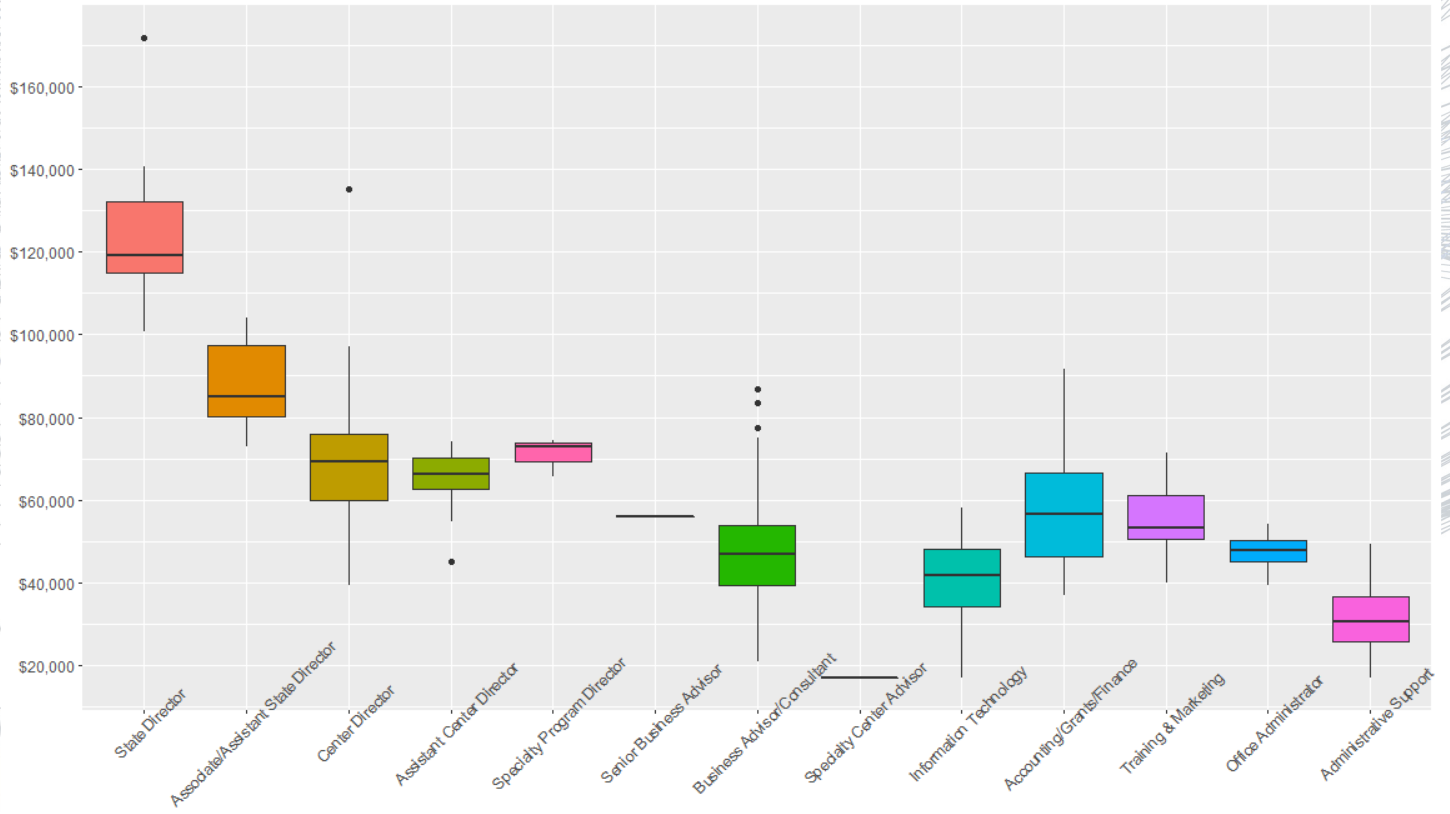
Position

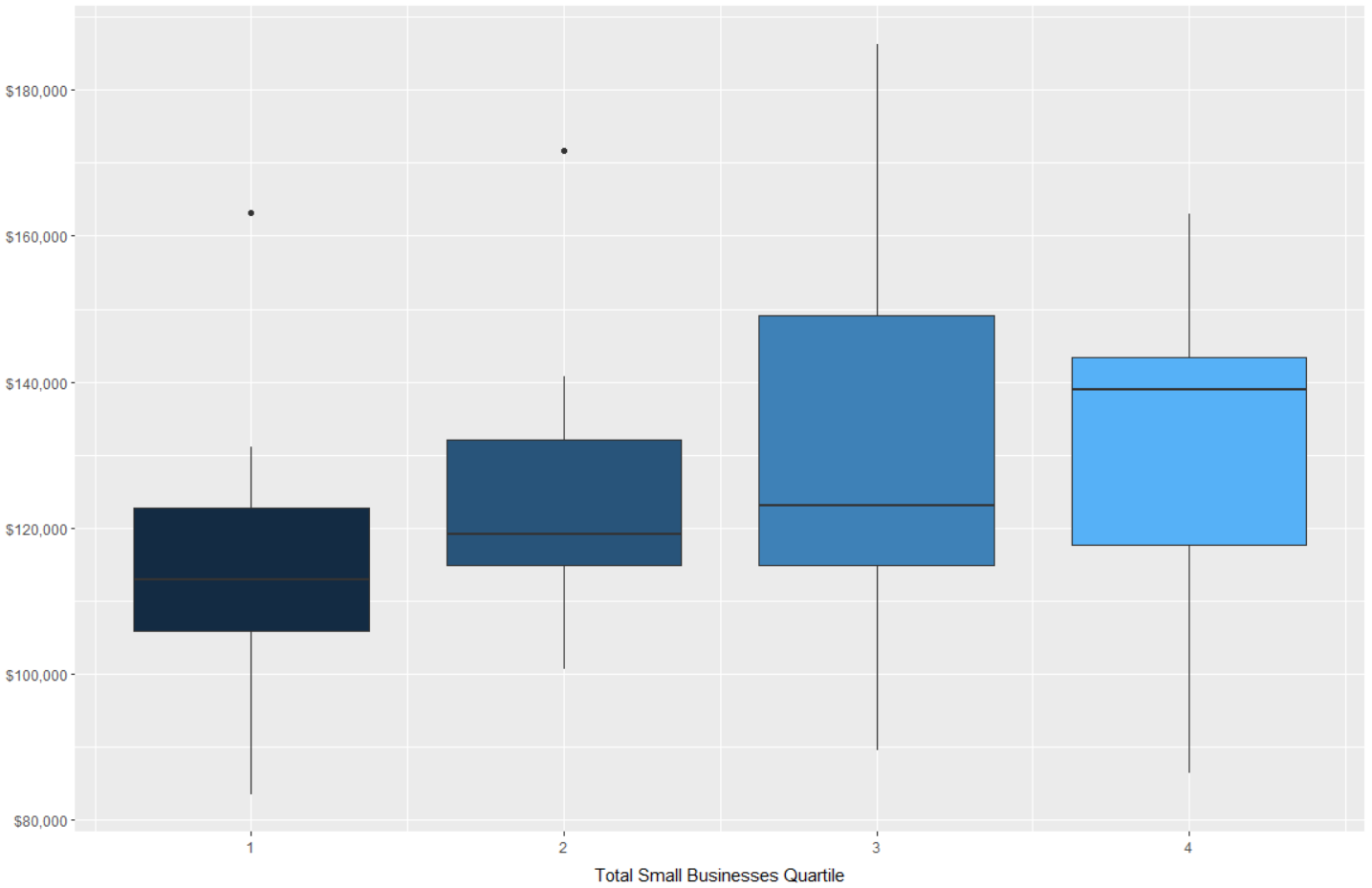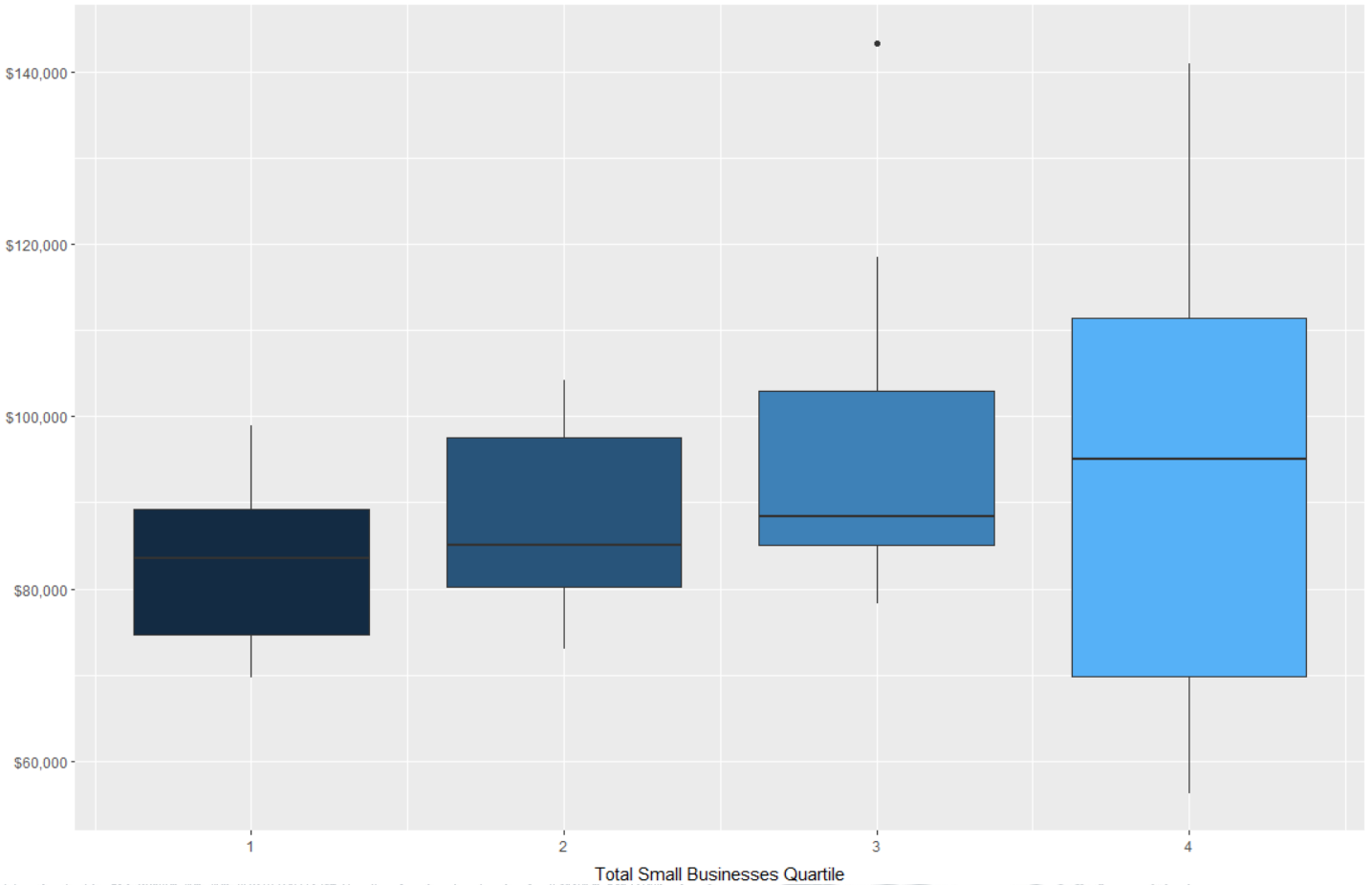Salaries for Number of Small Businesses in the State - Quartile 3

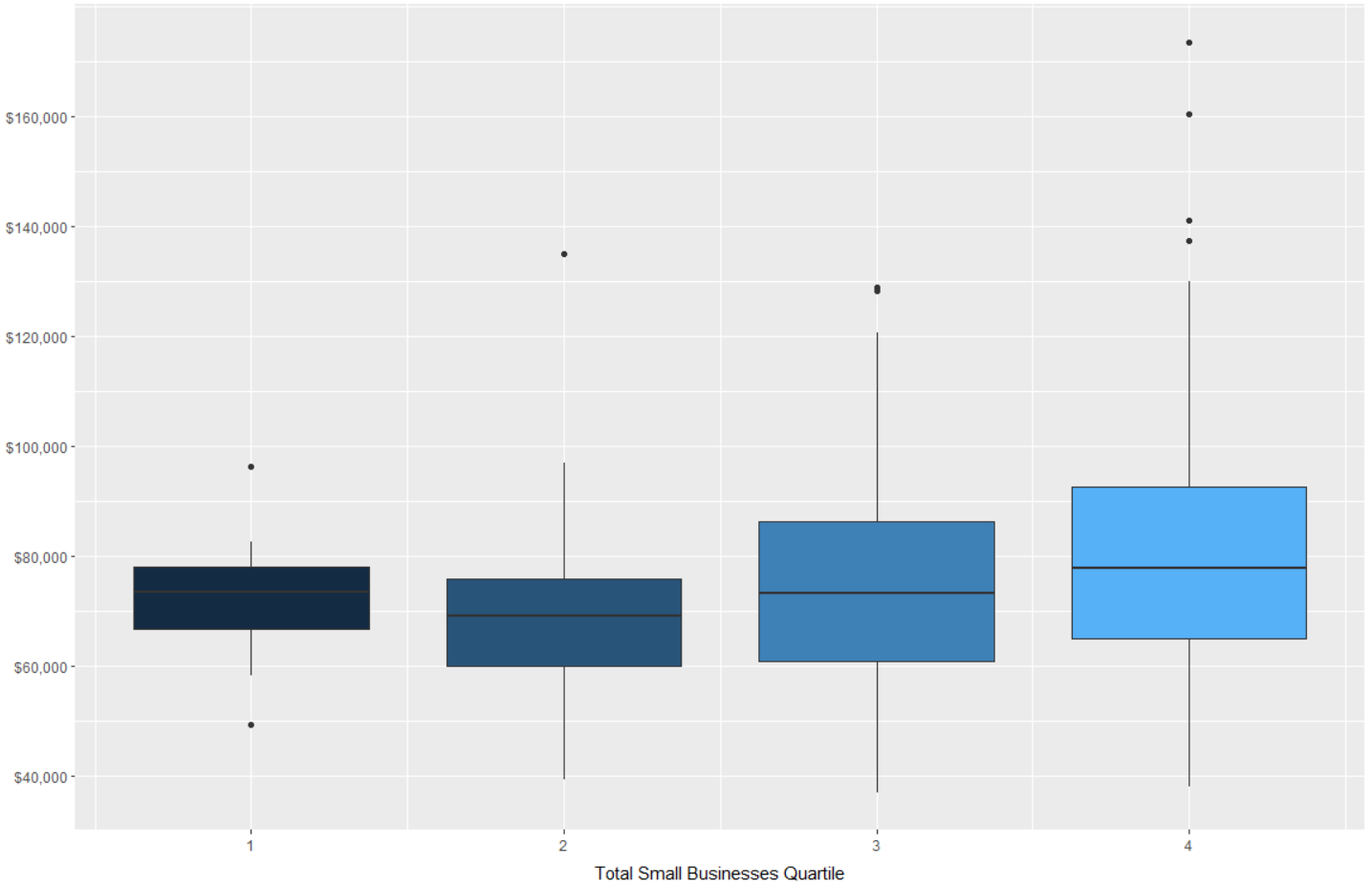Salaries for Number of Small Businesses in the State - Quartile 4

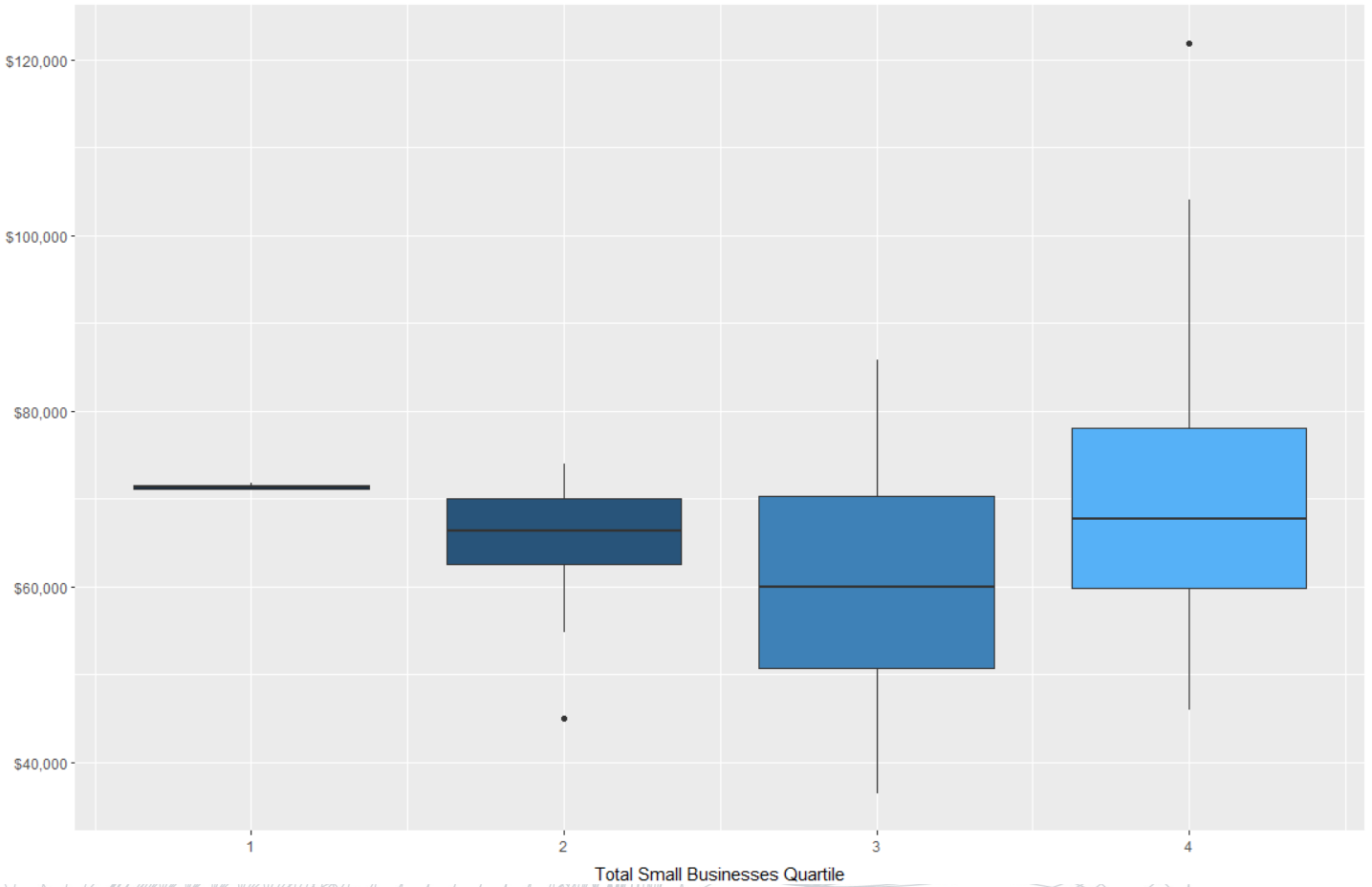Salary by Total Small Businesses Quartiles - State Director

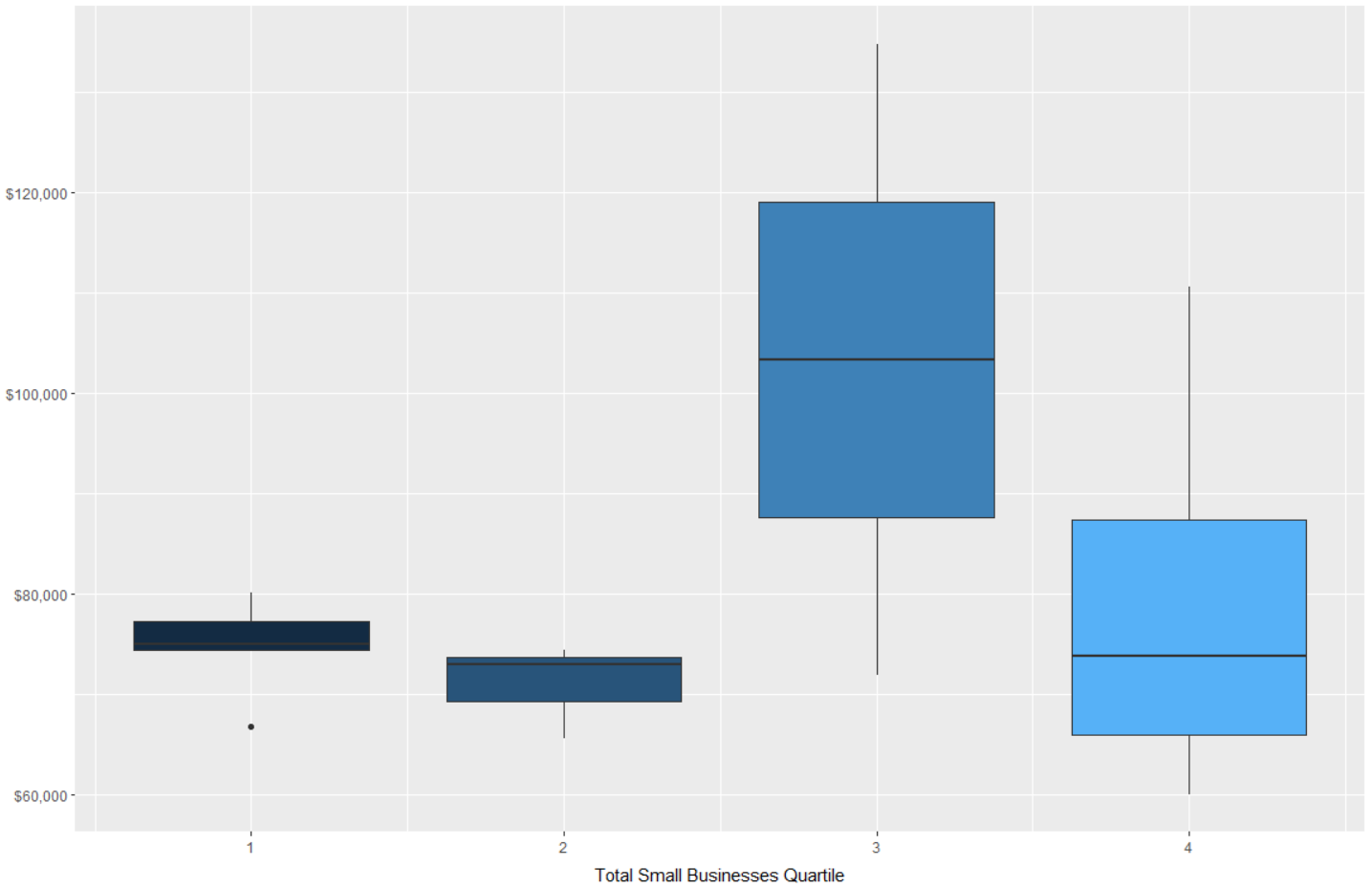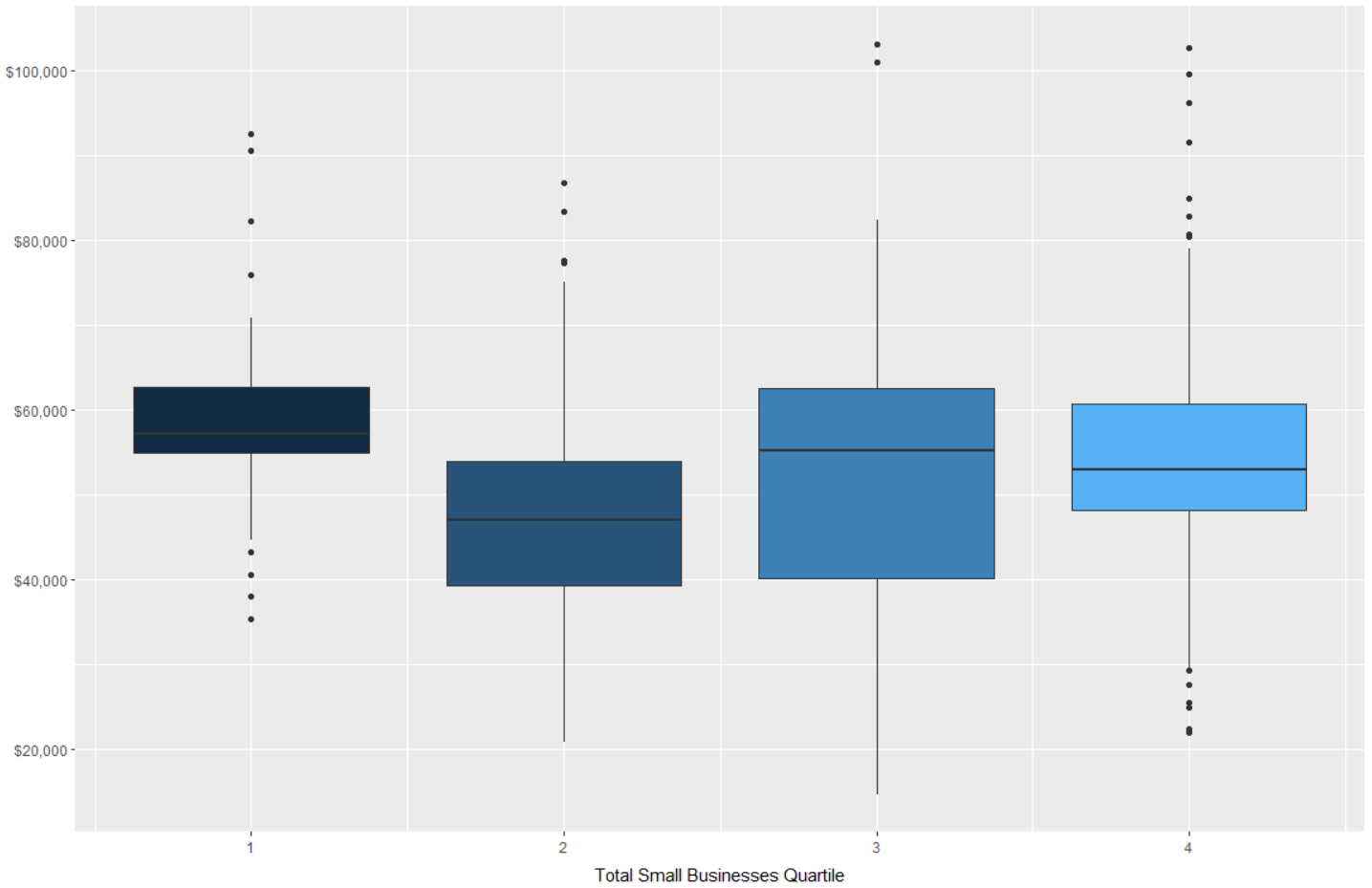Salary by Total Small Businesses Quartiles - Associate/Assistant State Director

Salary by Total Small Businesses Quartiles - Center Director

Salary by Total Small Businesses Quartiles - Assistant Center Director

Salary by Total Small Businesses Quartiles - Specialty Program Director

Salary by Total Small Businesses Quartiles - Senior Business Advisor
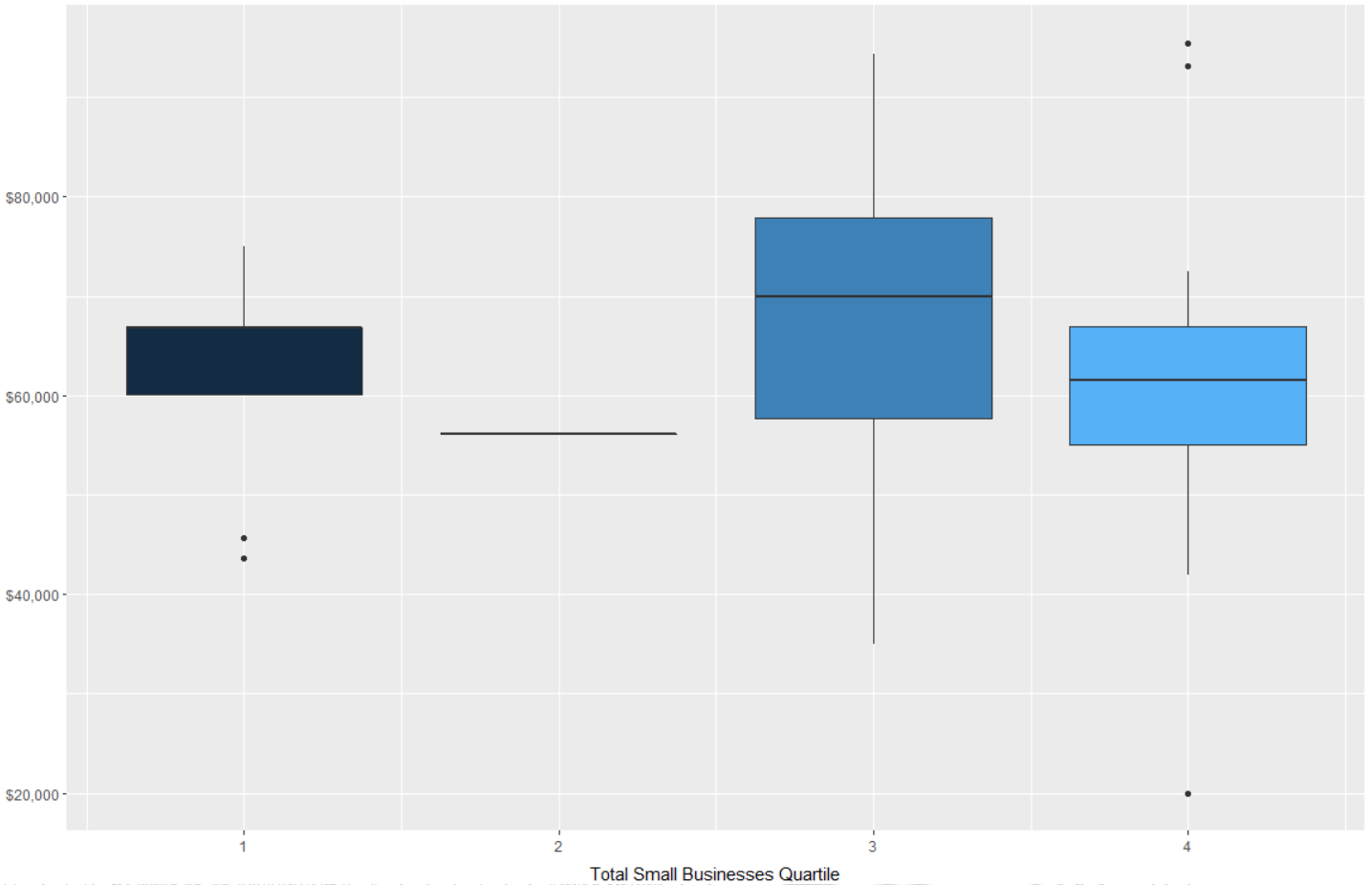
Salary by Total Small Businesses Quartiles - Business Advisor/Consultant

Total Small Businesses Quartile

Salary by Total Small Businesses Quartiles - Specialty Center Advisor

Total Small Businesses Quartile
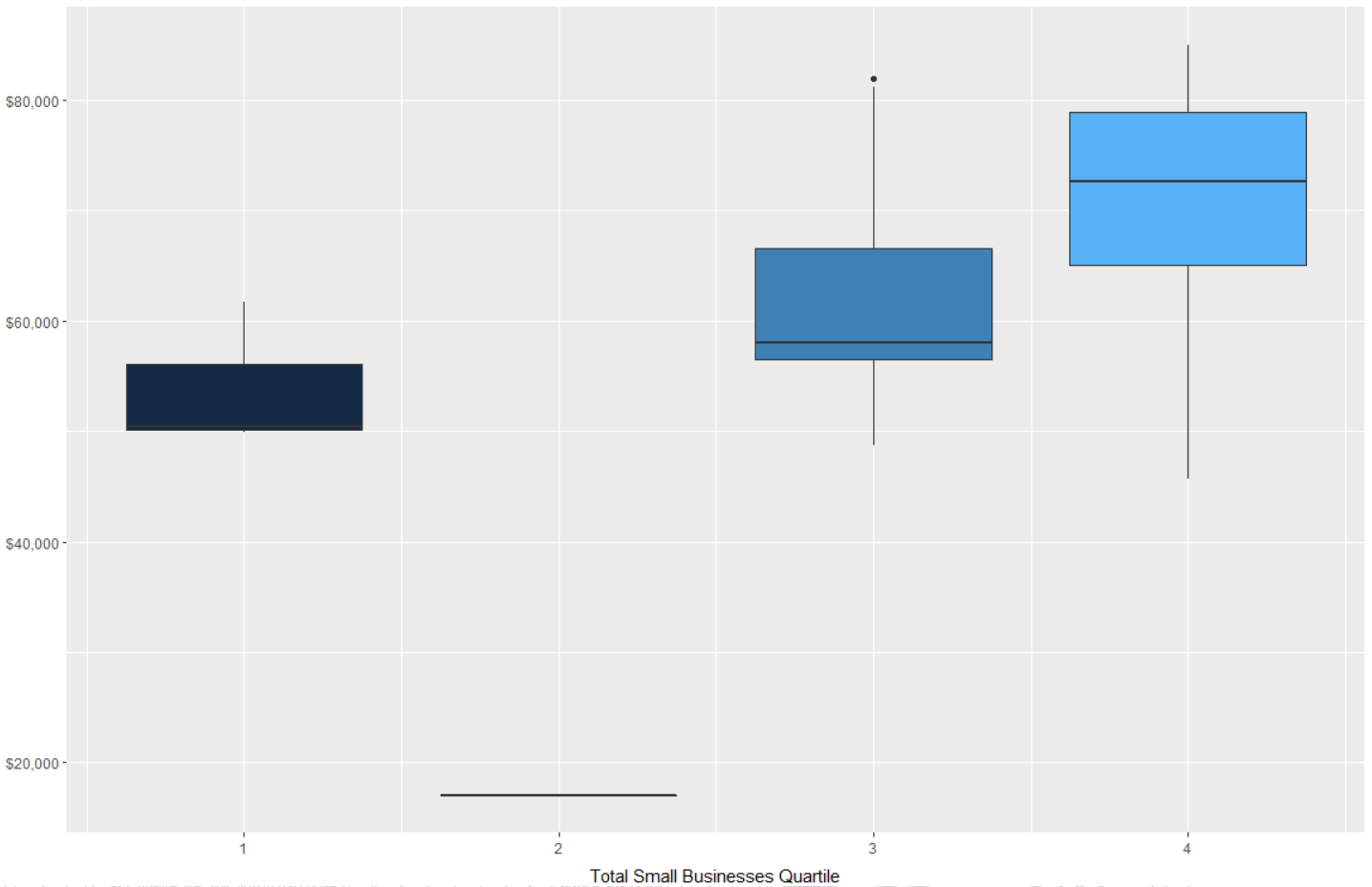
Salary by Total Small Businesses Quartiles - Information Technology
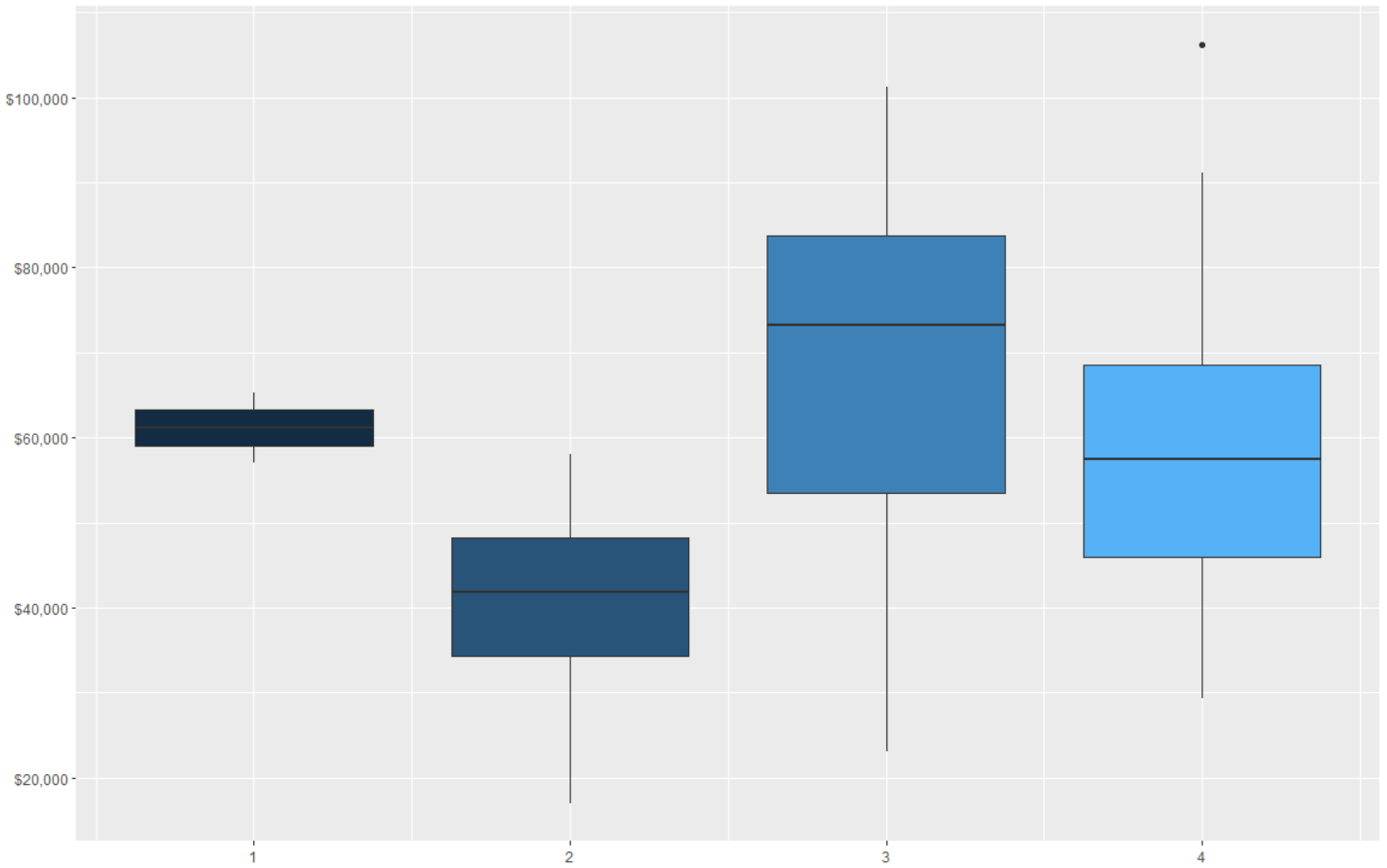
Salary by Total Small Businesses Quartiles - Accounting/Grants/Finance
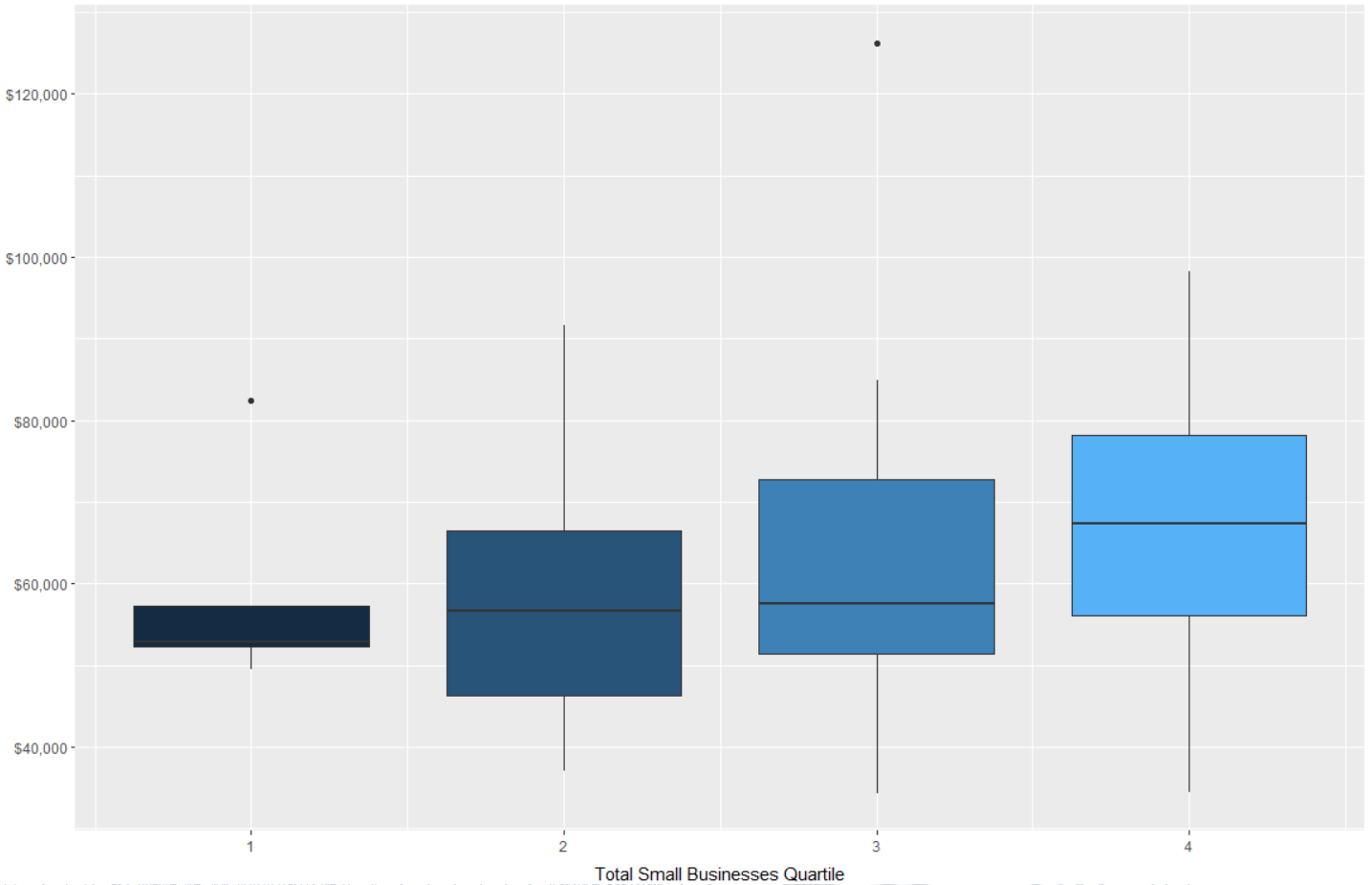
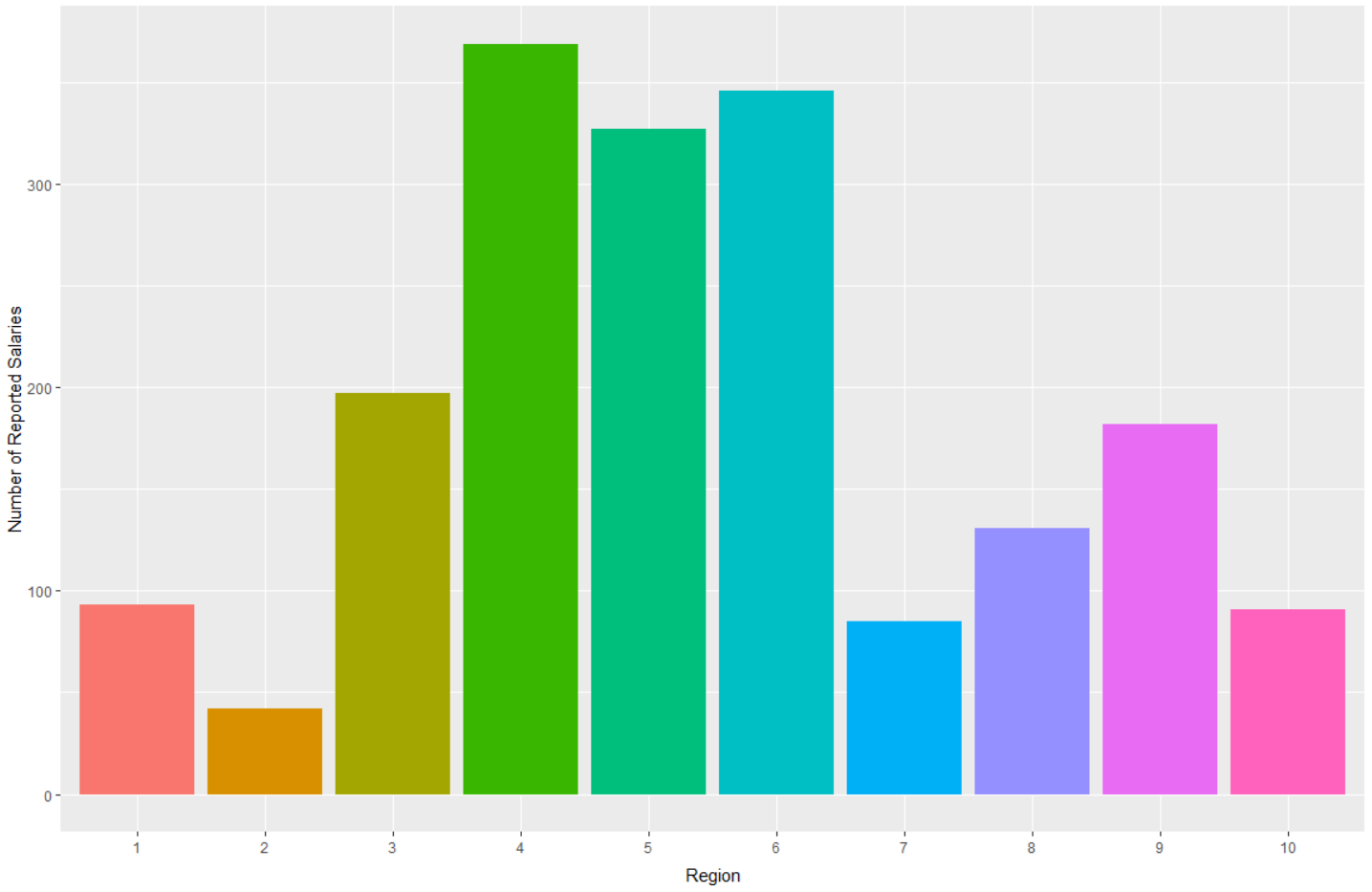Salary by Total Small Businesses Quartiles - Training & Marketing
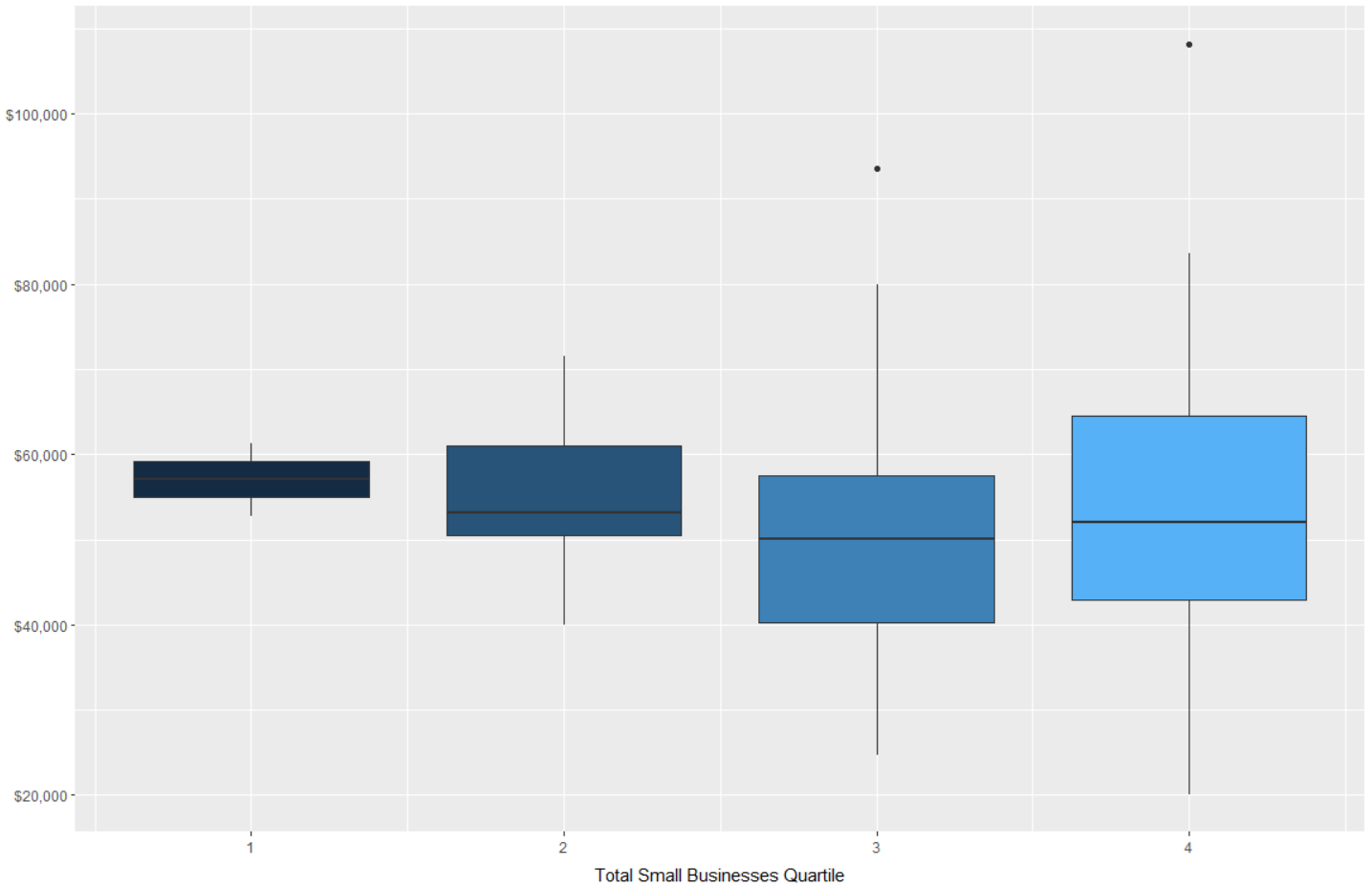
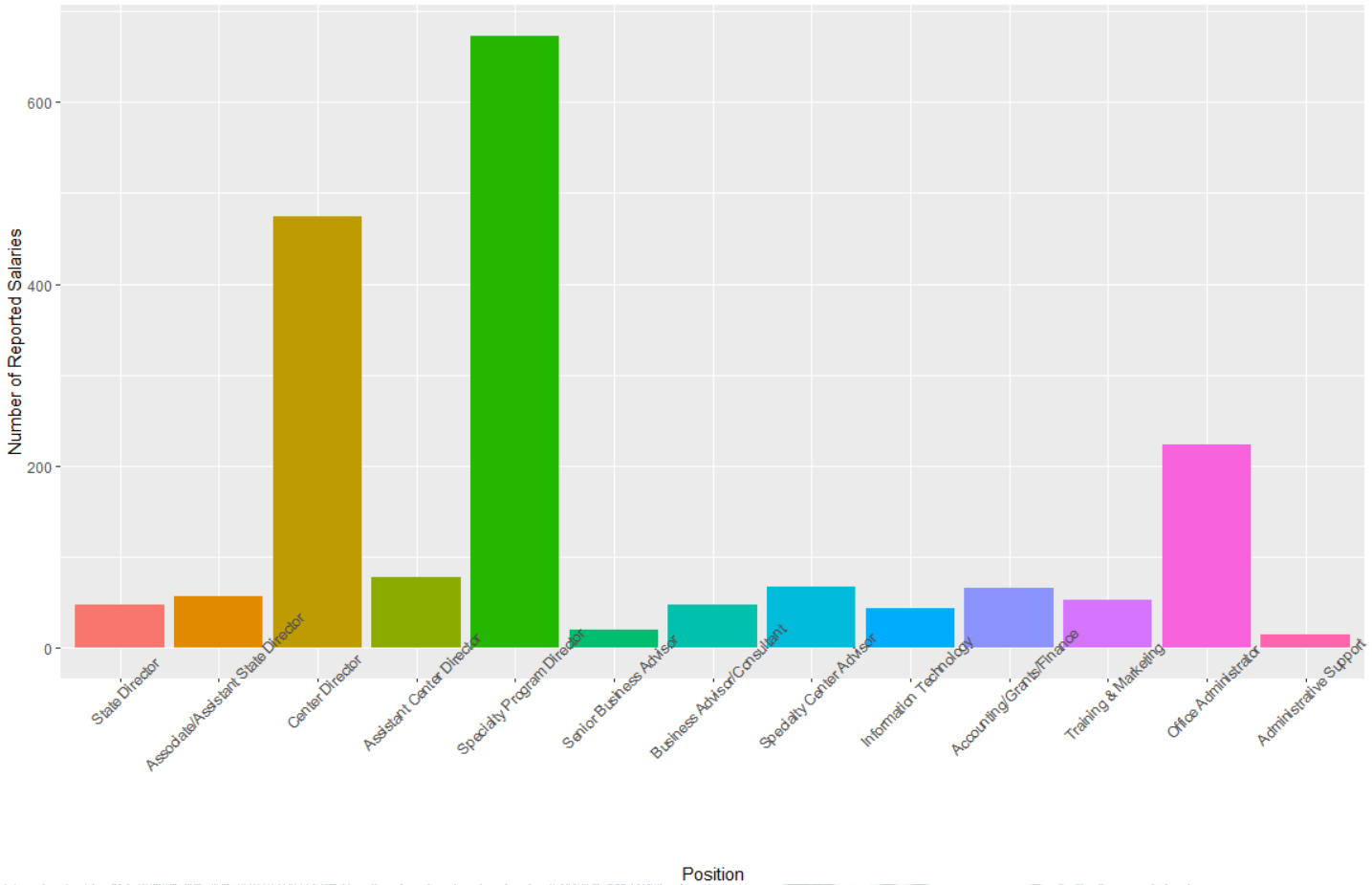Salary by Total Small Businesses Quartiles - Office Administrator
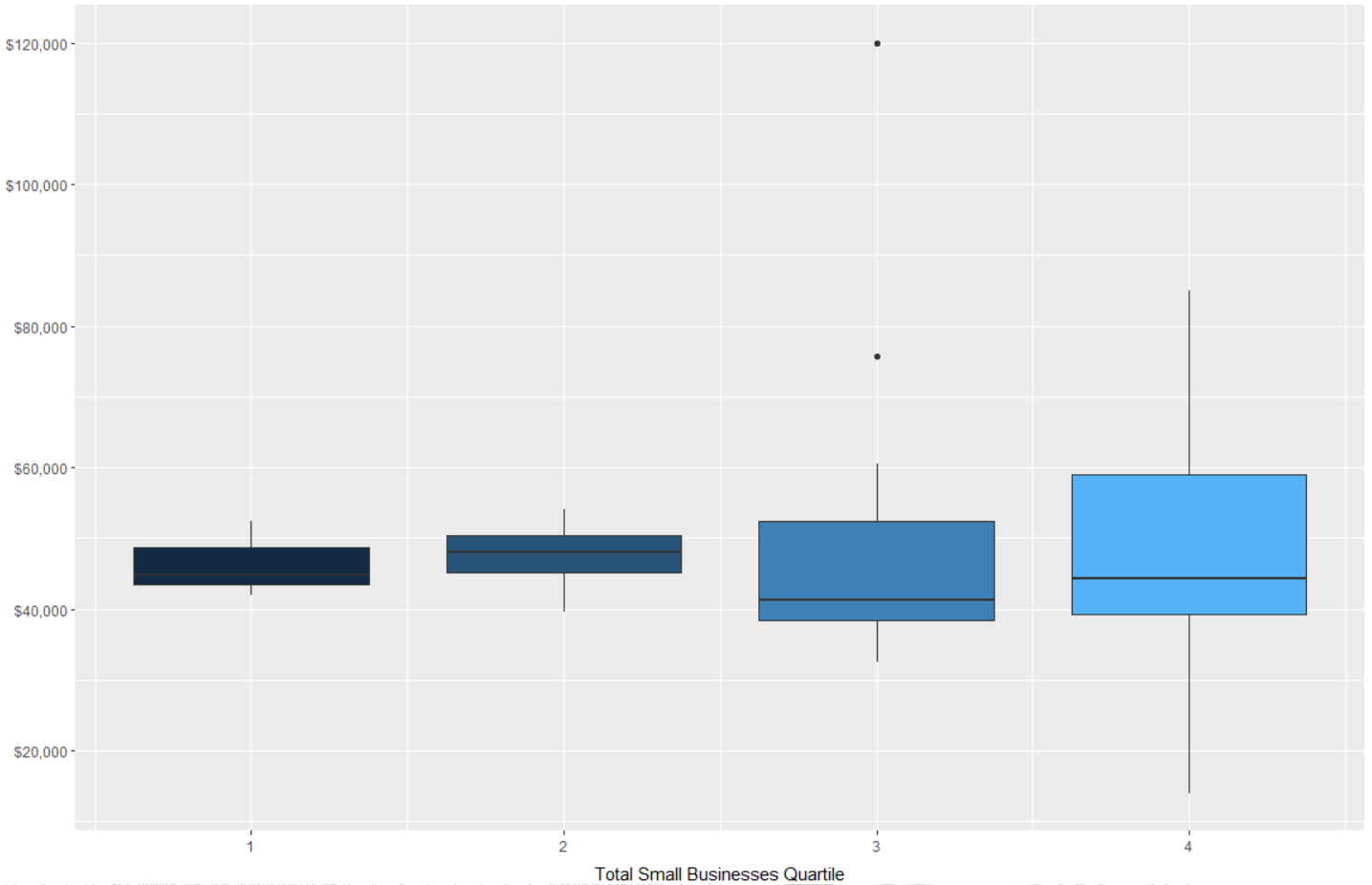
Salary by Total Small Businesses Quartiles - Administrative Support
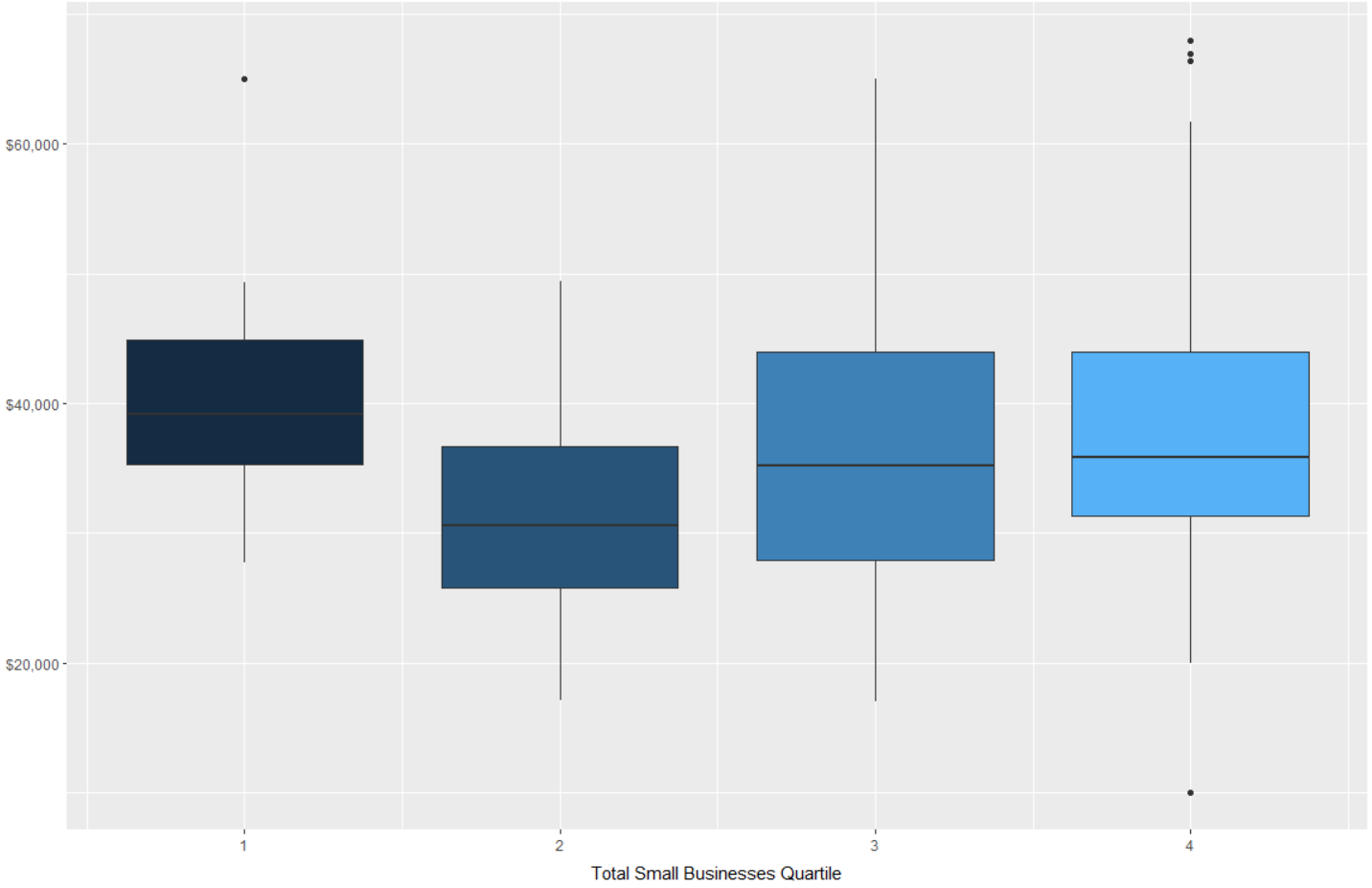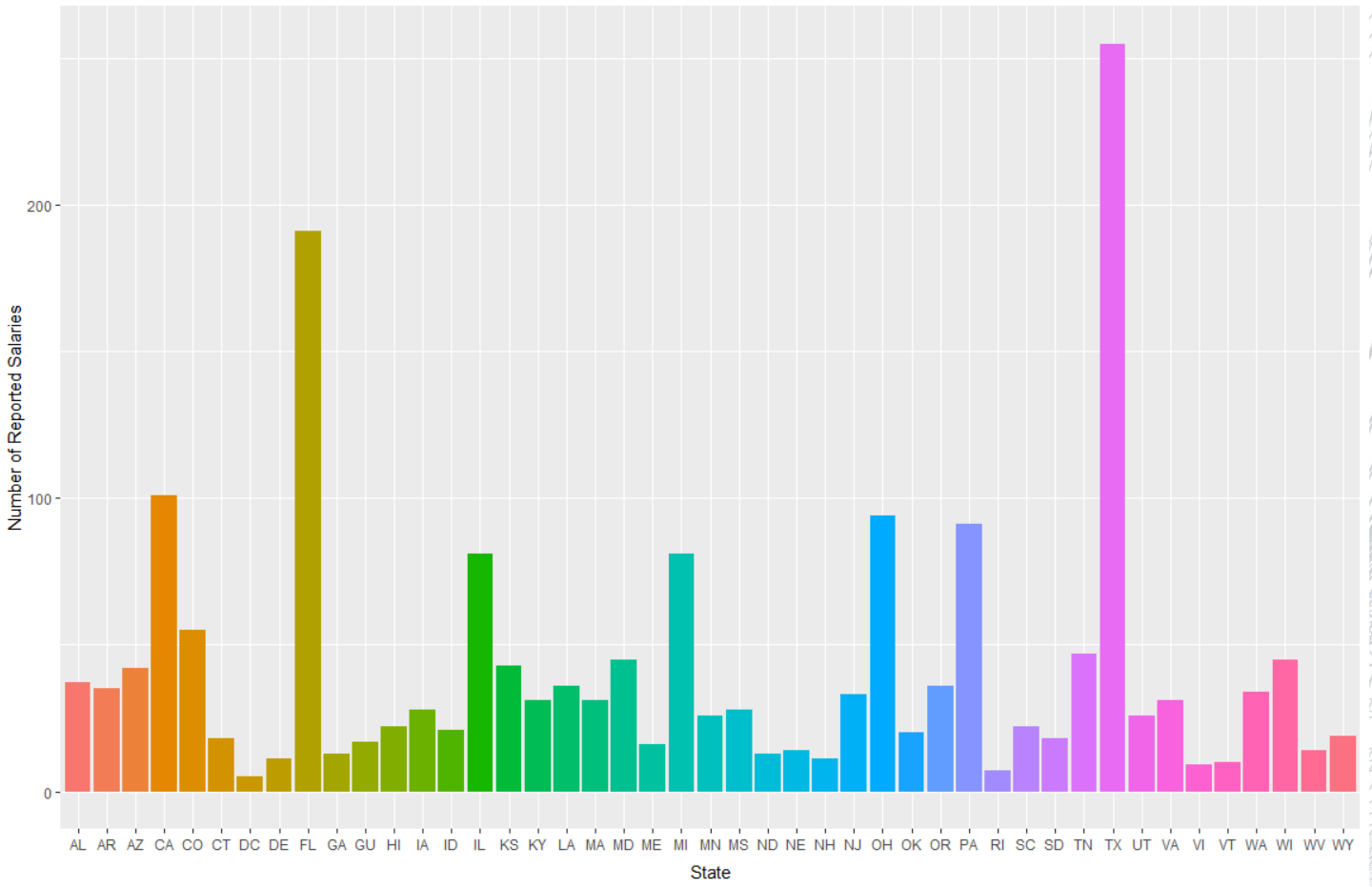
Number of Reported Salaries by Region

Number of Reported Salaries by Position

Number of Reported Salaries by State