



**2006/2007 NOT-FOR-PROFIT  
COMPENSATION SURVEY**

**Effective Date: June 2006  
Publication Date: January 2007**

**TCS Total Compensation Solutions**

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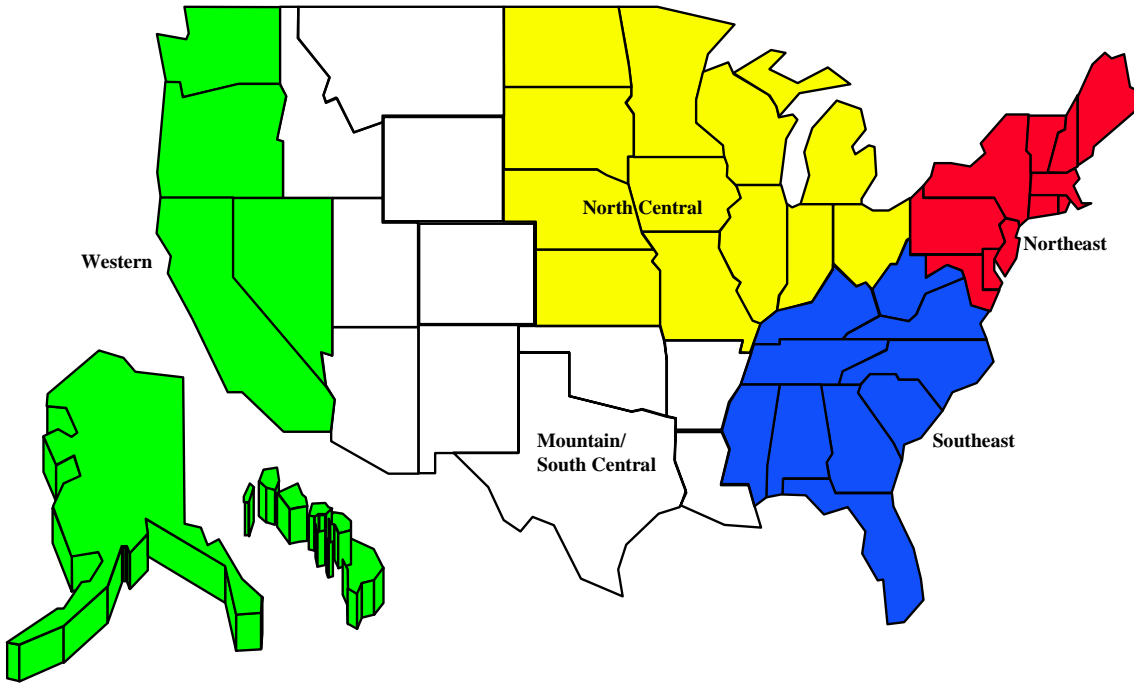
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**Participant Demographics**

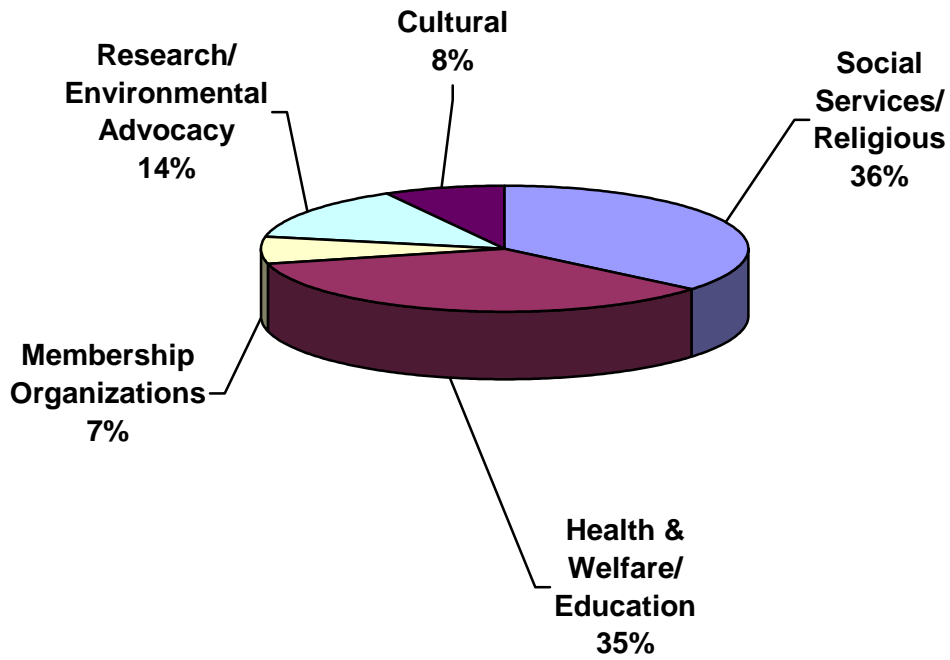
**Geographic Breakdown of Survey Participants**



Region	Number	Percentage
Northeast	182	47%
Southeast	61	16%
North Central	67	18%
Mountain/South Central	29	8%
Western	43	11%
<b>Total</b>	<b>382</b>	<b>100%</b>

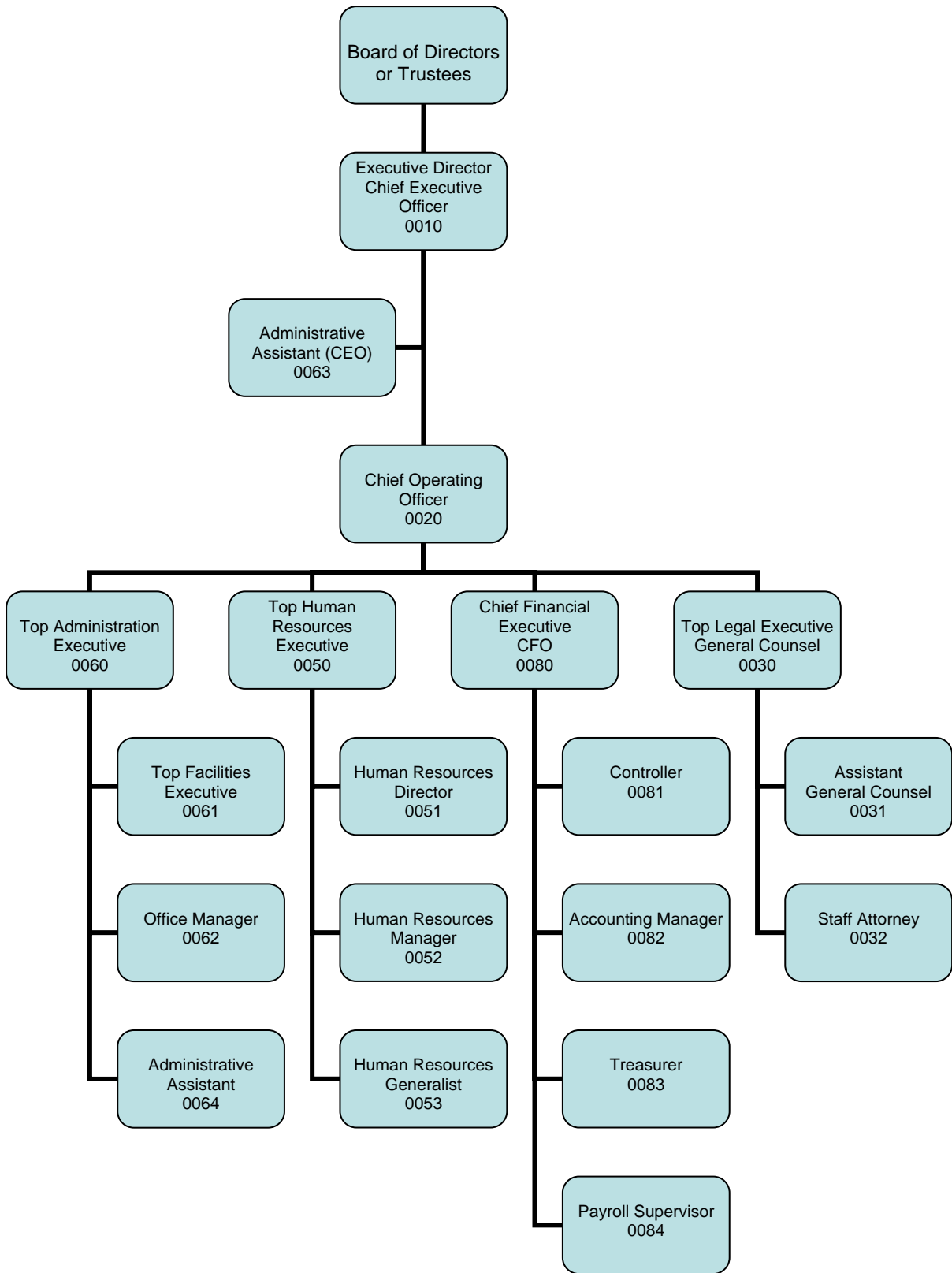
**Participant Demographics - continued**

**Industry Breakdown of Survey Participants**

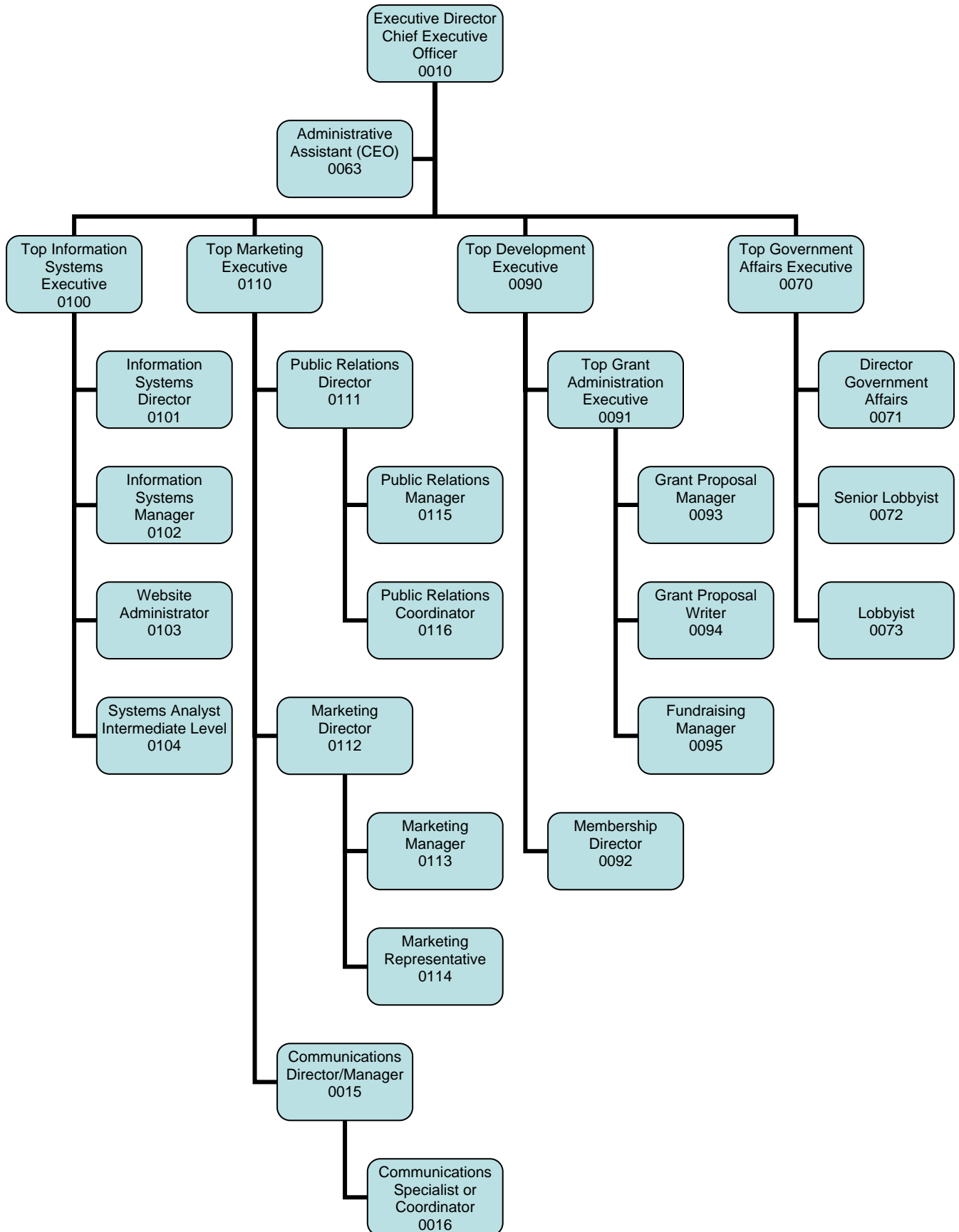


Industry	Number	Percent
Social Services/ Religious	137	36%
Health & Welfare/ Education	132	35%
Membership Organizations	28	7%
Research/ Environmental Advocacy	53	14%
Cultural	32	8%
<b>Total</b>	<b>382</b>	<b>100%</b>

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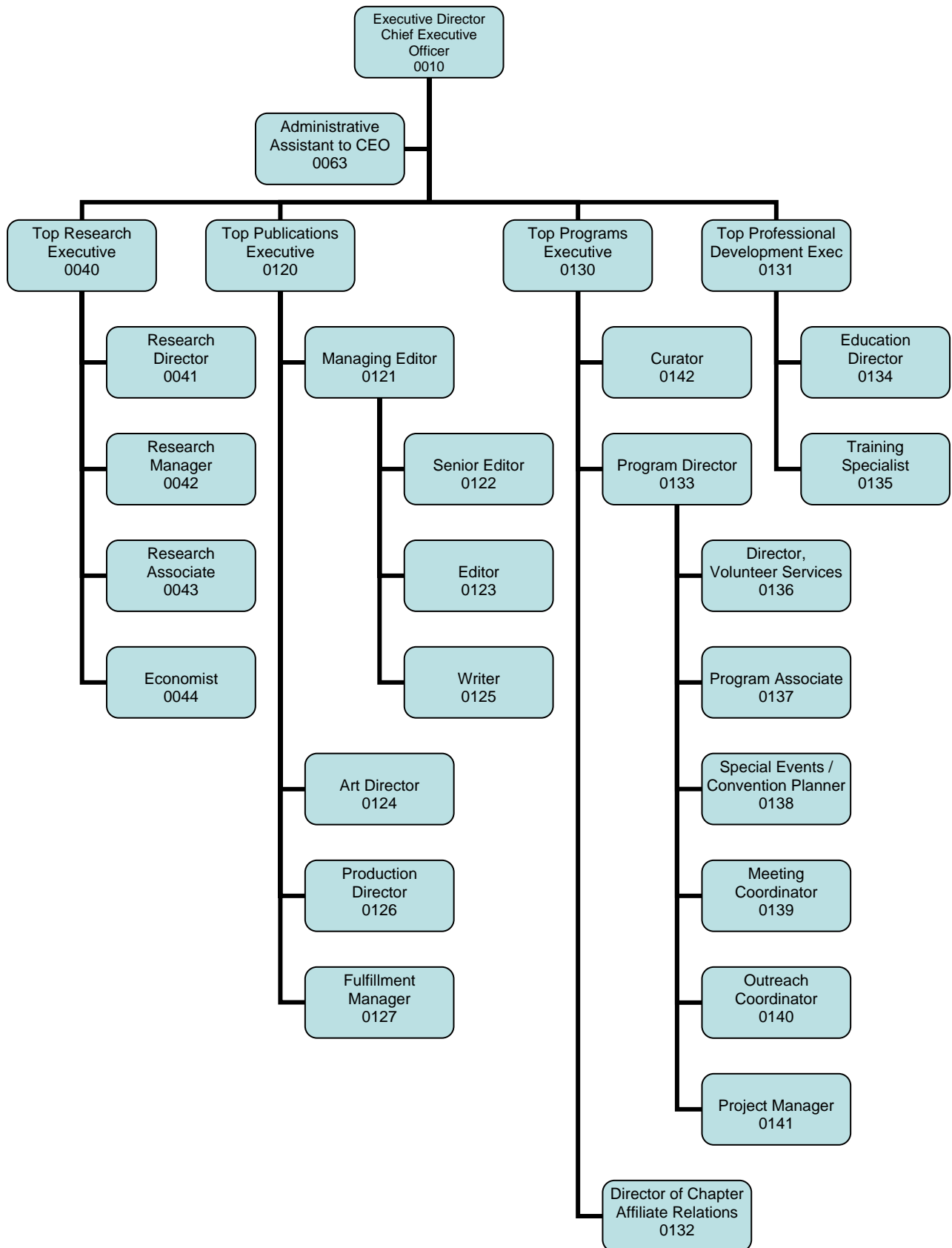


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### **III. COMPENSATION ANALYSIS**

## **COMPENSATION ANALYSIS**

The 2006/2007 Not for Profit Compensation Survey reports compensation data on 69 survey positions. Total Compensation Solutions uses a two-page display for each of the survey positions that includes summary statistics for the national survey sample, a regional breakdown of survey participants, an industry breakdown of survey participants and an operating budget group breakdown.

The main compensation data page, reports the position code, title and description for each survey position. Financial statistics for those organizations that supplied data for each specific job are also supplied. National and regional compensation data are also shown in a display of statistics including: annual base salary, annual bonus paid and total cash compensation as well as the number of organizations, the number of employees, the weighted average, the average, the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentiles of the data. Information on strength of match and FLSA status (Exempt/Nonexempt) is also supplied.

The peer group page provides the same statistical array based upon industry group and operating budget. This analysis is used to determine if there is a difference in pay practices among industry or operating budget groups. The five industry groups include:

- Social Service/Religious
- Health & Welfare/Education
- Membership Organizations
- Research/Environmental Advocacy
- Cultural.

The five operating budget groups that we use for this study include:

- Operating Budget up to \$6 Million
- Operating Budget \$6 Million to \$15 Million
- Operating Budget \$15 Million to \$25 Million
- Operating Budget \$25 to \$50 Million
- Operating Budget Over \$50 Million.

There are minimum job match criteria that we use to ensure meaningful statistical analysis without compromising the confidentiality of data supplied by survey participants. Our data suppression procedure requires:

- A minimum of three companies must be included to display any single data element. If only three organizations provide data, then only the weighted average, average, and 50<sup>th</sup> percentile statistics are displayed
- At least four organizations must provide data to display all percentiles (25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup>)

## 2006/2007 Not-for-Profit Compensation Survey

### 0080 Chief Financial Executive

Responsible for the not-for-profit organization's overall financial plans and policies along with its accounting practices and the conduct of its relationship with the financial community. Oversees budgeting, accounting, audit, tax accounting and other related activities for the organization. Advises the Chief Executive and Top management regarding the organization's ongoing financial condition.

Finance and Operating Statistics	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Operating Budget (\$000,000's)	153	154	99.1	84.8	8.9	22.0	55.8
All Companies - National	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	153	154	149.4	147.1	104.0	129.4	168.3
Annual Bonus Paid (\$000's)	18	18	26.8	26.8	4.5	15.0	42.6
Total Compensation - All (\$000's)	153	154	152.6	150.3	104.8	129.9	172.8
Total Compensation - Bonus Paying Only (\$000's)	18	18	183.7	183.7	117.0	156.5	284.2
Salary Range Minimum (\$000's)	30	30	85.7	85.7	61.1	78.6	102.8
Salary Range Midpoint (\$000's)	29	29	112.7	112.7	80.2	103.0	129.4
Salary Range Maximum (\$000's)	29	29	137.5	137.5	98.5	124.3	160.6
Northeast	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	68	68	147.6	147.6	106.4	133.7	185.8
Annual Bonus Paid (\$000's)	8	8	34.6	34.6	3.5	20.2	69.1
Total Compensation - All (\$000's)	68	68	151.6	151.6	106.4	134.4	185.8
Southeast	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	29	29	143.0	143.0	109.0	139.7	173.5
Annual Bonus Paid (\$000's)	3	3	23.9	23.9	--	25.6	--
Total Compensation - All (\$000's)	29	29	145.4	145.4	111.5	140.3	174.3
North Central	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	30	30	160.2	160.2	93.5	120.1	171.9
Annual Bonus Paid (\$000's)	2	2	--	--	--	--	--
Total Compensation - All (\$000's)	30	30	160.9	160.9	93.5	121.2	171.9
Mountain/South Central	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	11	12	195.6	167.7	96.0	137.9	173.2
Annual Bonus Paid (\$000's)	3	3	36.2	36.2	--	35.1	--
Total Compensation - All (\$000's)	11	12	204.6	177.5	102.8	137.9	177.5
Western	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	15	15	112.0	112.0	80.1	120.8	129.4
Annual Bonus Paid (\$000's)	2	2	--	--	--	--	--
Total Compensation - All (\$000's)	15	15	112.3	112.3	81.6	120.8	129.4

#### Survey Match Quality Information (all companies)

#### Survey Exempt/Nonexempt Status (all companies)

# of Co's Indicating Stronger Than: 18  
 # of Co's Indicating Equal to: 133  
 # of Co's Indicating Less than: 2

# of EEs Stronger Than: 18  
 # of EEs Equal to: 134  
 # of EEs Less than: 2

# of Co's Indicating Exempt: 152  
 # of Co's Indicating Nonexempt: --  
 # of Exempt EEs: 153  
 # of Nonexempt EEs: --

Data Effective: June 1, 2006

## 2006/2007 Not-for-Profit Compensation Survey

### 0080 Chief Financial Executive

<b>Social Services/Religious</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	51	51	113.7	113.7	86.2	103.5	137.9
Annual Bonus Paid (\$000's)	3	3	4.0	4.0	--	3.0	--
Total Compensation - All (\$000's)	51	51	113.9	113.9	86.2	104.4	137.9
<b>Health &amp; Welfare/Education</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	59	60	176.7	171.1	117.3	136.5	191.5
Annual Bonus Paid (\$000's)	11	11	31.1	31.1	10.0	25.6	65.0
Total Compensation - All (\$000's)	59	60	182.4	176.9	118.3	138.6	194.3
<b>Membership Organizations</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	10	10	158.6	158.6	115.0	144.4	211.6
Annual Bonus Paid (\$000's)	3	3	41.1	41.1	--	30.4	--
Total Compensation - All (\$000's)	10	10	170.9	170.9	117.2	151.4	215.0
<b>Research/Environmental Advocacy</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	21	21	156.2	156.2	122.4	141.6	178.3
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	21	21	156.4	156.4	122.4	141.6	178.3
<b>Cultural</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	12	12	145.7	145.7	110.7	132.9	178.0
Total Compensation - All (\$000's)	12	12	145.7	145.7	110.7	132.9	178.0
<b>Operating Budget Up to \$6 Million</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	26	26	107.4	107.4	85.3	104.5	123.4
Annual Bonus Paid (\$000's)	3	3	13.5	13.5	--	7.4	--
Total Compensation - All (\$000's)	26	26	108.9	108.9	85.3	108.2	126.9
<b>Operating Budget \$6 to \$15 Million</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	36	36	121.7	121.7	93.8	112.8	141.4
Annual Bonus Paid (\$000's)	6	6	12.0	12.0	2.6	8.3	20.8
Total Compensation - All (\$000's)	36	36	123.7	123.7	93.8	116.0	144.3
<b>Operating Budget \$15 to \$25 Million</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	18	18	146.0	146.0	112.4	134.9	153.3
Annual Bonus Paid (\$000's)	3	3	67.2	67.2	--	66.1	--
Total Compensation - All (\$000's)	18	18	157.2	157.2	112.4	134.9	153.3
<b>Operating Budget \$25 to \$50 Million</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	32	32	136.8	136.8	105.6	126.8	147.6
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	32	32	136.9	136.9	106.1	126.8	147.6
<b>Operating Budget Over \$50 Million</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Weighted Average</b>	<b>Average</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>
Annual Base Salary (\$000's)	41	42	210.4	203.2	138.3	173.8	233.7
Annual Bonus Paid (\$000's)	5	5	33.0	33.0	9.5	25.6	60.2
Total Compensation - All (\$000's)	41	42	214.3	207.3	138.3	175.5	233.7



Total Compensation Solutions is a human resources consulting firm dedicated to *assisting clients in achieving their strategic compensation objectives*. Our approach to compensation and benefits issues is to utilize data to identify best practices in the marketplace. Our research spans a variety of topics including:

- Board Compensation
- Executive, Middle Management and Staff Compensation
- Performance Management
- Organization Structure
- Health and Welfare and
- Retirement Benefits

With client interaction, we gather and report information on compensation, personnel practices and benefits and we apply the most effective, market-driven solution to each organization's unique set of circumstances.

From our offices in Armonk, NY and Los Angeles, CA we are able to link with our clients via traditional and online media. For more information about Total Compensation Solutions, please visit our Website [www.total-comp.com](http://www.total-comp.com) or contact us at:

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