



2009/2010

NOT-FOR-PROFIT COMPENSATION SURVEY



Effective Date: June 2009
Publication Date: January 2010

TCS Total Compensation Solutions

200 Business Park Drive
Armonk, NY 10504

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2009/2010 NOT-FOR-PROFIT COMPENSATION SURVEY

**Data Effective: June 2009
Data Published: January 2010**

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Introduction

As we publish the seventh edition of Total Compensation Solutions' (TCS) *Not-for-Profit Compensation Survey*, we are seeing glimmers of hope that the US economy is slowly recovering. The fourth quarter of 2009 saw very positive growth and the number of jobs being lost has decreased significantly. It is too soon to tell if the worst of the recession is behind us but it seems like things are moving in the right direction. However, even with positive economic indicators the anxiety level of Americans remains high. TCS realizes how hard the not-for-profit sector has been hit by this recession. We have seen and heard how funding has been cut or loss by far too many not-for-profit organizations.

However, even in these times of economic uncertainty, the missions of the not-for-profit sector must continue. Organizations must still hire and employ people to run and support the company. It could even be said that, in these times, retaining the right personnel becomes even more imperative to an organization. With a reduction in funding, not-for-profits will certainly need to assess whether downsizing, wage freezes or wage reduction are needed for the good of the organization. Therefore, having access to timely, accurate pay and benefits data is an essential tool for any decision making process. TCS created this study because our consultants, who have worked with not-for-profit organizations for nearly 20 years, saw a growing need for this type of report in this sector of the economy. This survey provides its participants and users with vital information to make the tough decisions for the coming year.

This survey gathers and reports compensation policies and practices among 499 not-for-profit organizations. In addition, this study provides information on issues such as: staff personnel policies and practices; pay; benefits; bonus and incentive plans; turnover; and Board of Trustees membership, compensation and governance. TCS continues to enhance this study to better meet the needs of the typical not-for-profit organization with the most up-to-date information possible.

TCS also continues to observe that Federal and state government agencies are continuing to focus their attention on further regulation of the pay and benefits programs found in not-for-profit organizations. The best example of this focus is the changes to IRS Form 990. These changes require more transparency in areas such as: compensation, non-cash contributions and governance.

Introduction - continued

We trust that this report will be a helpful tool in achieving participants and subscribers' compensation objectives and monitoring best practices for this industry sector. Accordingly, we are pleased to provide your copy of the ***2009/2010 Not-for-Profit Compensation Report***.

During our work with the not-for-profit sector, Total Compensation Solutions has tracked three primary topics which are relevant to successful management of pay programs in not-for-profit organizations including:

- Organization Structure
- Cash Compensation levels and
- Personnel Policies and Practices.

There are also significant differences in pay practices dependent upon three other factors:

- Geographic location
- Organization type and
- Operating budget.

This report is designed to address the primary topics listed above as well as the differentiating factors. All of these topics and factors have an impact on compensation plans among not-for-profits. By completing this research and a study of the factors impacting compensation, TCS can help not-for-profit organizations explain and justify their compensation policies and practices.

The *2009/2010 Not-for-Profit Compensation Survey* gathers and reports compensation data on 74 positions found in 499 not-for-profit organizations. The substantial growth in the database reflects the interest of survey participants and subscribers and increases the credibility of the database as a reasonable and effective source of current compensation data.

This survey is conducted using rigid standards and methods developed by TCS in conjunction with survey participants. This year, TCS developed an internet based input document which enabled participants to submit their data via the web. In August, we sent the input document link to past and prospective participants and we promoted the survey via follow-up emails through November. We also gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

Introduction - continued

TCS uses statistical process control for all of our surveys. This is a process for : compiling data; screening data; answering questions arising from the initial screening process; preparing micro- and macro-reports that allow survey analysts to review single organization data for comprehensive response, and match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final survey report and ensure its accuracy.

This survey report is divided into five sections as described below:

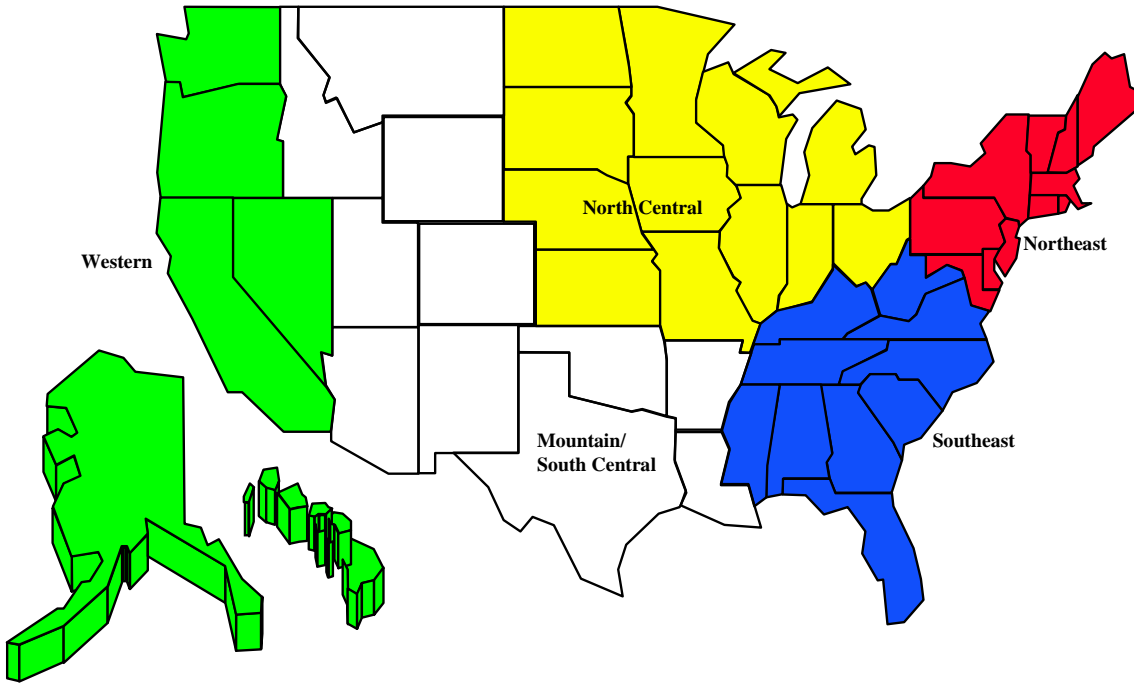
Section I	Executive Summary	Provides an introduction of the survey and its overall objective to present an alternative source of data for not-for-profits, our methodology, participant demographics and key findings.
Section II	Organization Structure	Presents typical organization charts for large and small not-for-profit organizations.
Section III	Compensation Analysis	Reports compensation data effective as of <u>June 1, 2009</u> for 74 survey positions based on national, regional, industry and operating budget size groupings.
Section IV	Personnel Policies & Practices	Provides information on personnel policies and practices including salary administration, benefits, bonus/incentive plans, vacation policy, turnover for staff positions, and membership, compensation and governance practices for the Board of Trustees/Directors.
Section V	Reference	Defines and explains terms used in this report and provides technical notes on survey use.

Each year, we are excited about presenting this report on compensation and personnel policies and practices to the not-for-profit industry sector. Our clients and survey participants have provided positive feedback and suggested new and innovative topics for coverage and we are pleased to include these new ideas in the survey. We appreciate the work of all of those organizations that provided data, feedback, interest and support. We believe that this survey provides a timely and accurate assessment of pay practices among not-for-profit organizations.

If you have any questions on this report or would like to provide additional feedback on this survey, please call our offices at (914) 730-7300 or email your questions to Paul Gavejian pgavejian@total-comp.com or Tom Bailey tbailey@total-comp.com.

Participant Demographics

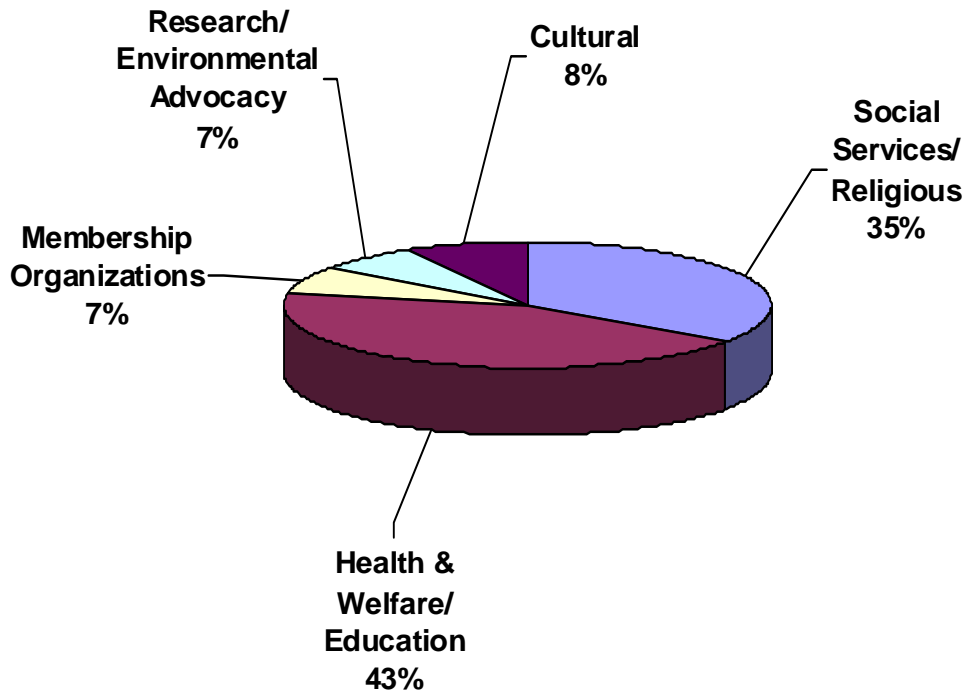
Geographic Breakdown of Survey Participants



Region	Number	Percentage
Northeast	184	37%
Southeast	76	15%
North Central	75	15%
Mountain/South Central	86	17%
Western	78	16%
Total	499	100%

Participant Demographics - continued

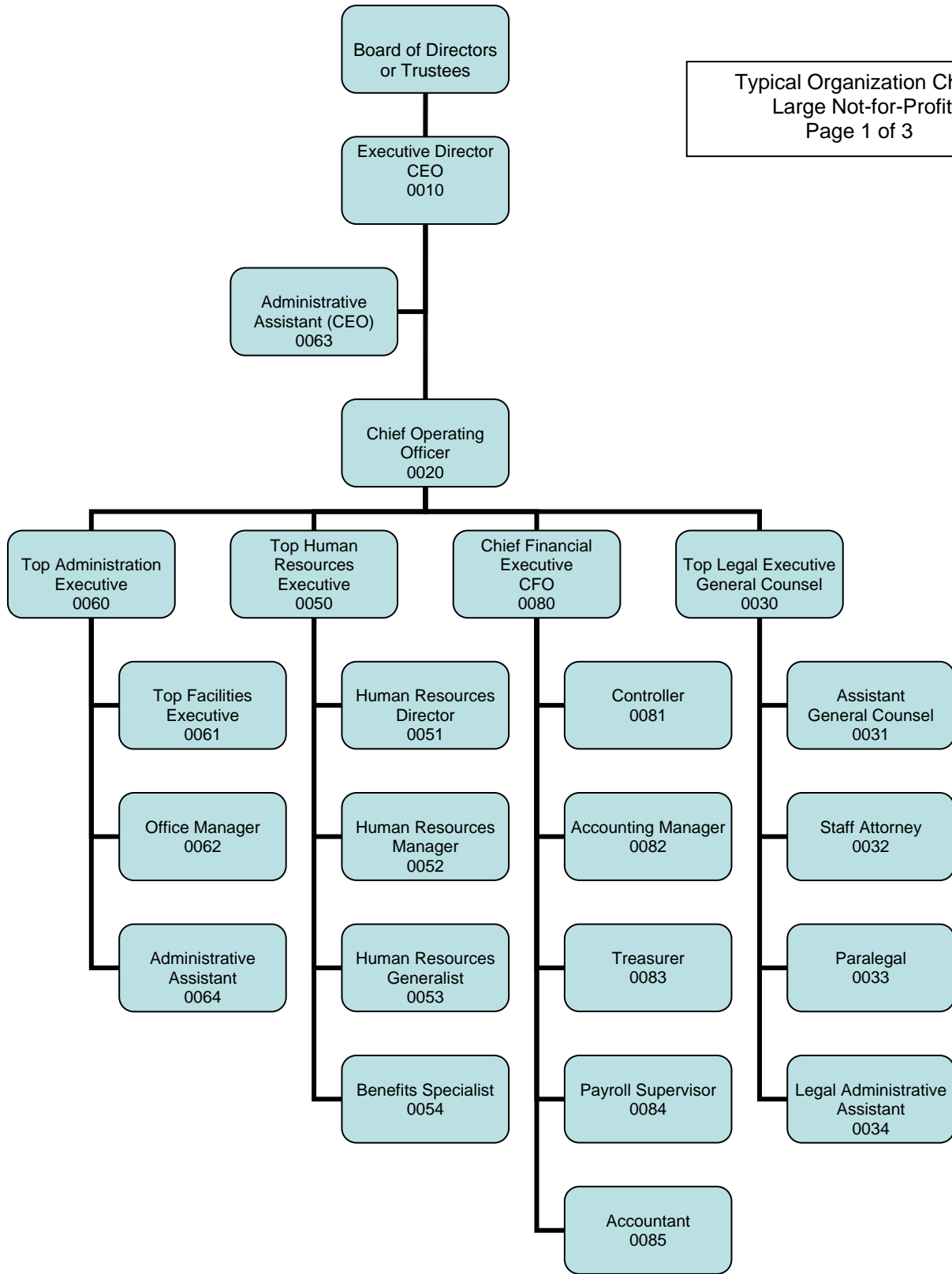
Industry Breakdown of Survey Participants



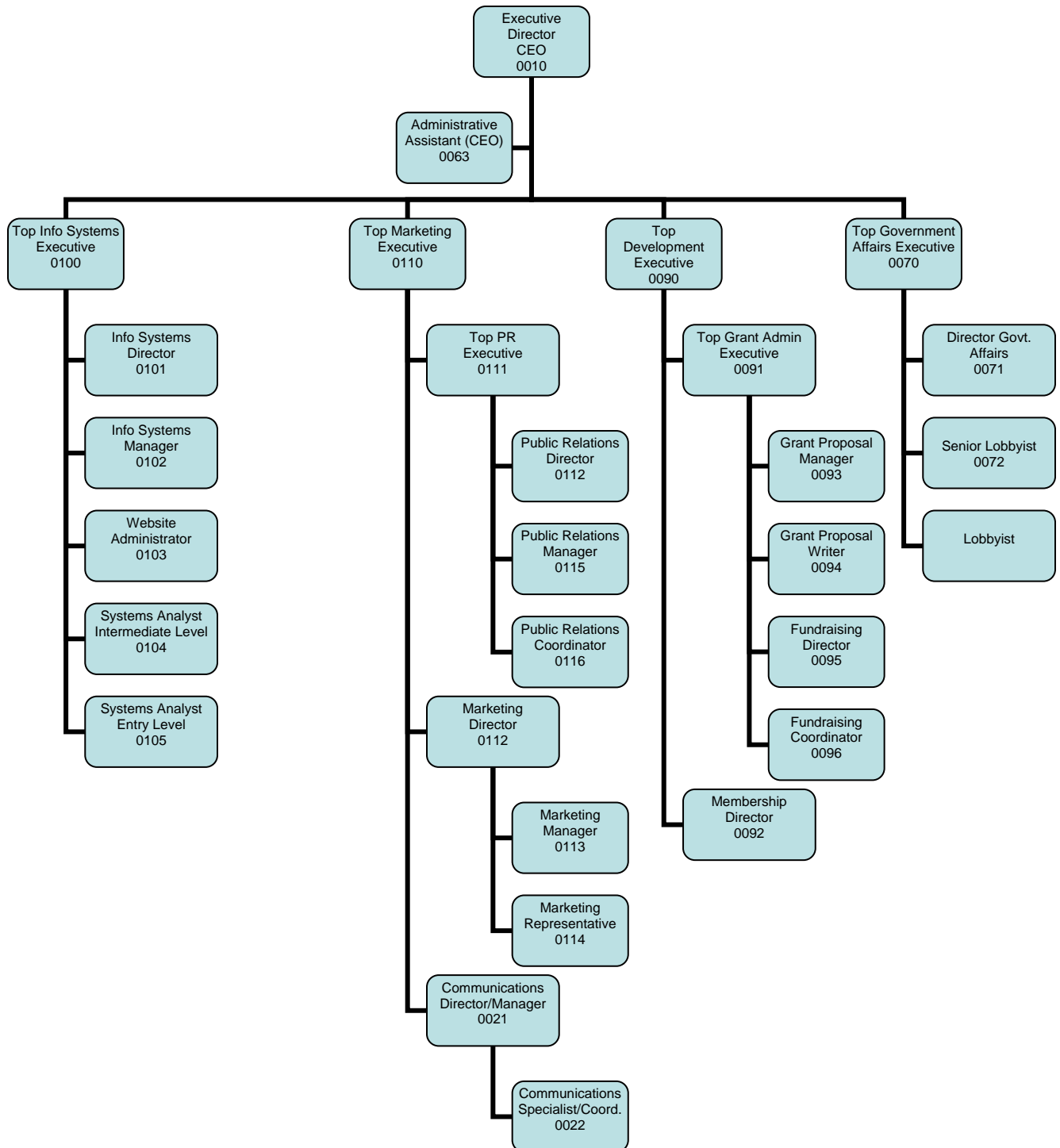
Industry	Number	Percent
Social Services/ Religious	172	35%
Health & Welfare/ Education	214	43%
Membership Organizations	36	7%
Research/ Environmental Advocacy	36	7%
Cultural	41	8%
Total	499	100%

2009/2010 Not For Profit Compensation Survey

Typical Organization Chart
Large Not-for-Profit
Page 1 of 3

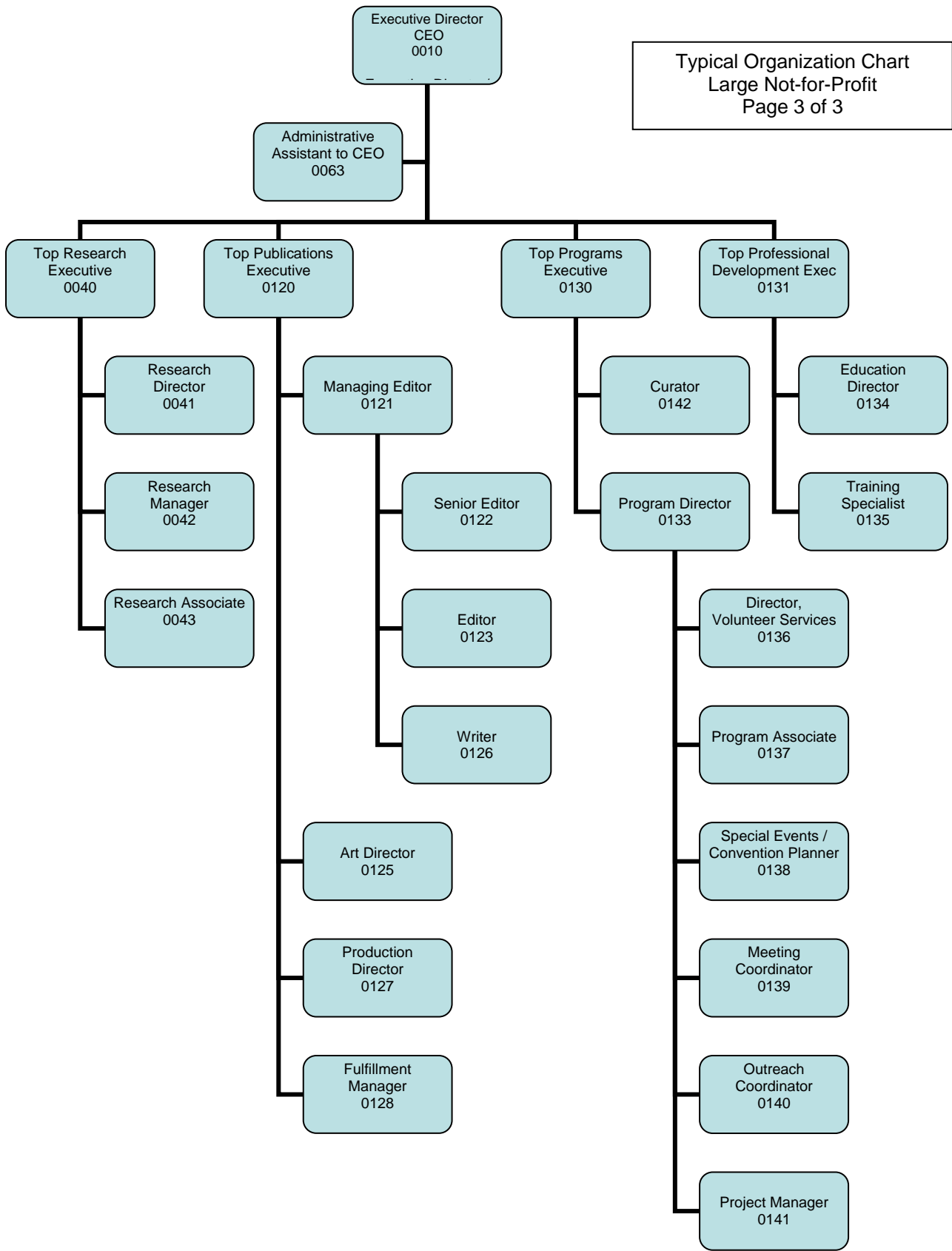


Typical Organization Chart
Large Not-for-Profit
Page 2 of 3



2009/2010 Not For Profit Compensation Survey

Typical Organization Chart
Large Not-for-Profit
Page 3 of 3



III. COMPENSATION ANALYSIS

COMPENSATION ANALYSIS

The *2009/2010 Not-for-Profit Compensation Survey* reports compensation data on 74 survey positions and on 3,518 employees. In this report, TCS 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 or *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 25th, 50th, and 75th percentiles of the data. Information on strength of match and level of education is also supplied.

The second page of the display or *peer group page* provides the same statistical array based upon industry group and operating budget. This analysis is used to see 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

Peer groups for the operating budget analysis include:

- Operating Budget up to \$5 Million
- Operating Budget \$5 Million to \$10 Million
- Operating Budget \$10 Million to \$20 Million
- Operating Budget \$20 to \$50 Million
- Operating Budget Over \$50 Million

TCS publishes data based on minimum job match criteria 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 report data to display any single data element. If three organizations provide data, then the weighted average, average, and 50th percentile statistics are displayed
- At least four organizations must provide data to display all percentiles (25th, 50th, and 75th) as well as the weighted average and average statistics

2009/2010 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)	213	216	89.4	89.6	6.8	14.4	36.0
All Companies - National	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	213	216	146.5	146.8	98.2	124.7	165.3
Annual Bonus Paid (\$000's)	8	8	56.2	56.2	3.0	5.8	113.2
Total Compensation - All (\$000's)	213	216	148.5	148.9	98.2	125.0	165.9
Total Compensation - Bonus Paying Only (\$000's)	8	8	211.1	211.1	95.9	149.5	351.8
Salary Range Minimum (\$000's)	19	19	121.6	121.6	85.0	110.3	143.0
Salary Range Midpoint (\$000's)	19	19	153.6	153.6	105.0	138.0	200.0
Salary Range Maximum (\$000's)	19	19	185.6	185.6	125.0	165.6	240.0
Northeast	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	82	83	152.8	153.4	98.8	127.8	171.7
Annual Bonus Paid (\$000's)	5	5	28.9	28.9	2.0	5.5	67.6
Total Compensation - All (\$000's)	82	83	154.6	155.2	98.8	127.8	171.7
Southeast	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	28	29	125.9	125.4	93.7	124.0	154.5
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	28	29	134.1	133.9	93.7	124.0	154.5
North Central	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	27	27	125.2	125.2	92.6	106.1	145.2
Annual Bonus Paid (\$000's)	--	--	--	--	--	--	--
Total Compensation - All (\$000's)	27	27	125.2	125.2	92.6	106.1	145.2
Mountain/South Central	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	40	41	147.5	148.2	101.0	131.7	181.0
Annual Bonus Paid (\$000's)	--	--	--	--	--	--	--
Total Compensation - All (\$000's)	40	41	147.5	148.2	101.0	131.7	181.0
Western	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	36	36	163.1	163.1	98.6	119.6	162.3
Annual Bonus Paid (\$000's)	2	2	--	--	--	--	--
Total Compensation - All (\$000's)	36	36	165.0	165.0	98.6	124.6	169.6

Survey Match Quality Information (all companies)

# of Co's Indicating Stronger Than:	8	# of EEs Stronger Than:	8
# of Co's Indicating Equal to:	201	# of EEs Equal to:	204
# of Co's Indicating Less than:	4	# of EEs Less than:	4

Survey Degree Level (all companies)

# of EEs Indicating BA/BS:	14
# of EEs Indicating MA/MBA:	17
# of EEs Indicating PhD:	1
# of EEs Indicating MD:	--
# of EEs Indicating Law:	--

Data Effective: June 1, 2009

2009/2010 Not-for-Profit Compensation Survey

0080 Chief Financial Executive

Social Services/Religious	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	63	63	126.0	126.0	93.2	118.0	149.0
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	63	63	126.0	126.0	93.2	118.0	149.0
Health & Welfare/Education	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	102	104	161.5	162.2	103.0	129.0	173.6
Annual Bonus Paid (\$000's)	5	5	41.2	41.2	3.0	6.0	97.1
Total Compensation - All (\$000's)	102	104	163.5	164.3	103.0	130.2	173.6
Membership Organizations	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	14	15	141.8	143.3	103.0	133.5	181.2
Annual Bonus Paid (\$000's)	2	2	--	--	--	--	--
Total Compensation - All (\$000's)	14	15	158.0	160.6	103.0	133.5	199.7
Research/Environmental Advocacy	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	14	14	146.0	146.0	96.0	123.3	169.3
Annual Bonus Paid (\$000's)	--	--	--	--	--	--	--
Total Compensation - All (\$000's)	14	14	146.0	146.0	96.0	123.3	169.3
Cultural	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	20	20	136.7	136.7	87.6	125.9	179.2
Annual Bonus Paid (\$000's)	--	--	--	--	--	--	--
Total Compensation - All (\$000's)	20	20	136.7	136.7	87.6	125.9	179.2
Operating Budget Up to \$5 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	28	28	101.7	101.7	79.8	94.9	117.1
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	28	28	101.8	101.8	79.8	94.9	117.1
Operating Budget \$5 to \$10 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	54	54	112.7	112.7	89.5	105.9	125.6
Annual Bonus Paid (\$000's)	2	2	--	--	--	--	--
Total Compensation - All (\$000's)	54	54	112.9	112.9	89.5	105.9	125.6
Operating Budget \$10 to \$20 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	44	45	127.4	127.5	95.1	119.7	139.2
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	44	45	127.5	127.6	95.1	119.7	139.2
Operating Budget \$20 to \$50 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	44	44	162.8	162.8	124.8	147.7	188.5
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	44	44	168.2	168.2	124.8	147.7	190.5
Operating Budget Over \$50 Million	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	43	45	218.0	222.4	133.2	172.4	259.4
Annual Bonus Paid (\$000's)	3	3	65.1	65.1	--	65.0	--
Total Compensation - All (\$000's)	43	45	222.3	227.0	138.3	172.4	259.4



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 or contact us at:

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