

# Not For Profit Compensation Survey 2011/2012



**TCS** Total Compensation Solutions  
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# **2011/2012 NOT-FOR-PROFIT COMPENSATION SURVEY**

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## **Introduction**

Welcome to the ninth edition of Total Compensation Solutions' (TCS) *Not-for-Profit Compensation Survey*. In 2011, we saw modest improvements in the economy. The unemployment rate fell below 9% and the stock market rebounded to pre-2008 levels. However, even with these positive signs the overall feeling seemed to be a nervous optimism. Americans still felt uneasy about the future and the slow economic recovery. TCS has observed moderate increases in pay for many of the job titles in this survey compared to last year. Hopefully these positive signs will translate into organizations seeing some of their funding restored or finding new sources of funding.

TCS understands that even in difficult times the missions of the not-for-profit sector must continue and organizations must still hire and employ people to run and support the company. Whether your organization has experienced prosperity during this time or has had to downsize, freeze wages or reduce wages, every company should still assess their human resources needs for the next year or two. 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 over 25 years, saw a need for this type of report in this sector of the economy. This survey provides its participants and users with vital information to stay competitive and retain the right personnel.

This survey gathers and reports compensation policies and practices among 687 not-for-profit organizations. In addition, this study provides information on issues such as: staff personnel policies and practices; benefits; bonus and incentive plans; perquisites; 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.

Federal and state government agencies continue to focus their attention on further regulation of the pay and benefits programs found in not-for-profit organizations. The requirement for more transparency in areas such as: compensation, non-cash contributions and governance is becoming the norm.

**Introduction - continued**

TCS believes 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 ***2011/2012 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 *2011/2012 Not-for-Profit Compensation Survey* gathers and reports compensation data on 72 positions found in 678 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, we sent the input document 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, 2011</u> for 72 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, 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.

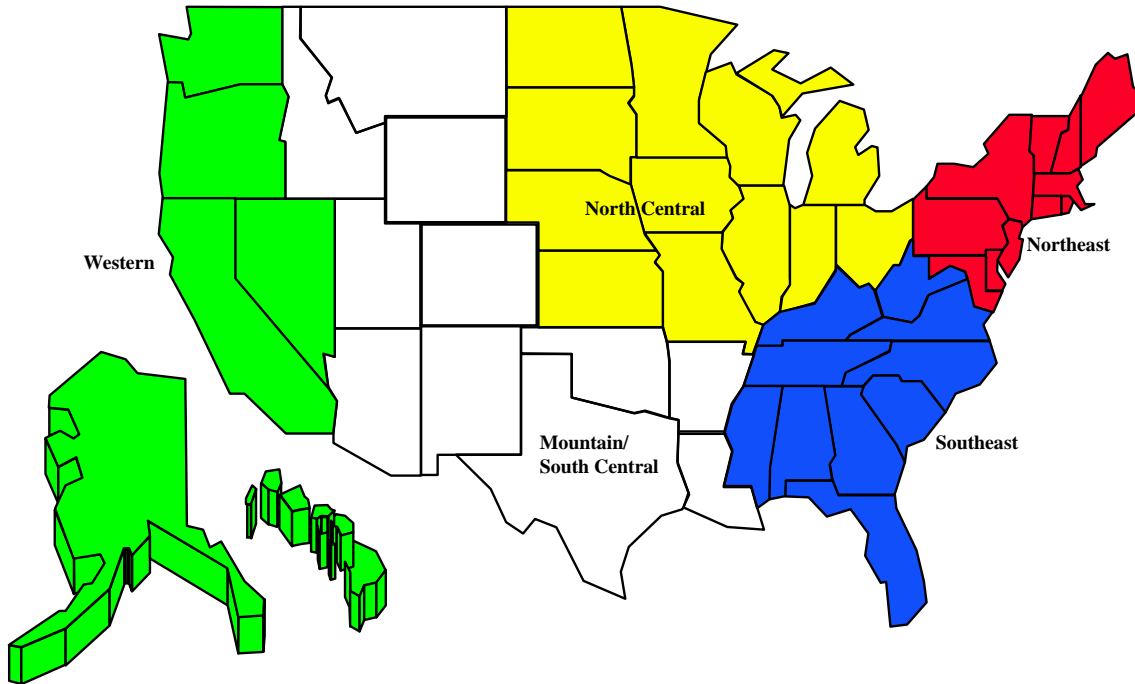
Each year, we are excited about presenting this report on compensation and personnel policies and practices to the not-for-profit industry sector. Through the years, our clients and survey participants have provided positive feedback and suggested new and innovative topics for coverage and we have tried to incorporate them into 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 Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com) or Paul Gavejian [pgavejian@total-comp.com](mailto:pgavejian@total-comp.com)



**Participant Demographics**

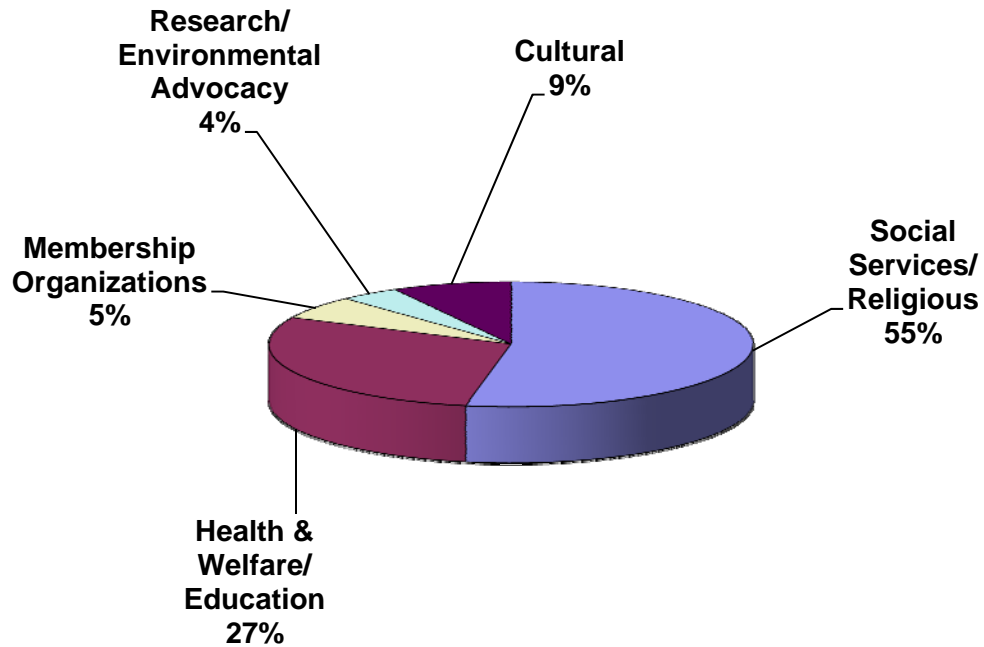
**Geographic Breakdown of Survey Participants**



Region	Number	Percentage
Northeast	163	24%
Southeast	94	14%
North Central	138	20%
Mountain/South Central	107	16%
Western	176	26%
<b>Total</b>	<b>678</b>	<b>100%</b>

**Participant Demographics - continued**

**Industry Breakdown of Survey Participants**



Industry	Number	Percent
Social Services/ Religious	371	55%
Health & Welfare/ Education	185	27%
Membership Organizations	36	5%
Research/ Environmental Advocacy	25	4%
Cultural	61	9%
Total	678	100%

## 2011/2012 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.

<b>Finance and Operating Statistics</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>
Operating Budget (\$000,000's)	321	322	88.5	88.4	14.9	26.2	56.3
Number of Full-time Employees	--	--	--	--	--	--	--
<b>All Companies - National</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)	321	322	165.2	165.1	119.0	145.5	192.0
Annual Bonus Paid (\$000's)	67	67	40.4	40.4	10.0	20.1	50.0
Total Compensation - All (\$000's)	321	322	173.6	173.5	119.0	147.0	196.8
Total Compensation - Bonus Paying Only (\$000's)	67	67	246.3	246.3	167.4	205.3	285.8
Salary Range Minimum (\$000's)	13	13	124.8	124.8	84.1	100.3	160.8
Salary Range Midpoint (\$000's)	13	13	159.2	159.2	102.1	116.0	200.3
Salary Range Maximum (\$000's)	13	13	193.5	193.5	122.0	141.0	252.0
<b>Northeast</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)	86	87	183.3	183.2	136.9	173.6	208.8
Annual Bonus Paid (\$000's)	17	17	48.7	48.7	8.0	15.0	64.0
Total Compensation - All (\$000's)	86	87	192.8	192.5	136.9	174.8	212.7
<b>Southeast</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)	37	37	147.2	147.2	99.3	130.5	160.5
Annual Bonus Paid (\$000's)	9	9	47.9	47.9	13.3	30.0	62.3
Total Compensation - All (\$000's)	37	37	158.9	158.9	99.3	130.5	178.0
<b>North Central</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)	61	61	171.5	171.5	114.6	133.7	193.1
Annual Bonus Paid (\$000's)	10	10	18.2	18.2	8.0	10.0	29.1
Total Compensation - All (\$000's)	61	61	174.5	174.5	114.6	133.7	193.8
<b>Mountain/South Central</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	149.1	149.1	115.7	134.1	177.6
Annual Bonus Paid (\$000's)	12	12	35.1	35.1	7.8	17.6	52.4
Total Compensation - All (\$000's)	51	51	157.4	157.4	115.7	134.5	183.8
<b>Western</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)	86	86	159.7	159.7	115.2	136.6	195.0
Annual Bonus Paid (\$000's)	19	19	44.5	44.5	10.0	28.3	50.0
Total Compensation - All (\$000's)	86	86	169.5	169.5	115.2	147.8	202.6

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

# of Co's Indicating Stronger Than:	13	# of EEs Stronger Than:	13
# of Co's Indicating Equal to:	304	# of EEs Equal to:	305
# of Co's Indicating Less than:	4	# of EEs Less than:	4

#### Survey Degree Level (all companies)

# of EEs Indicating BA/BS:	15
# of EEs Indicating MA/MBA:	16
# of EEs Indicating PhD:	--
# of EEs Indicating MD:	1
# of EEs Indicating Law:	--

Data Effective: June 1, 2011

## 2011/2012 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)	168	169	151.6	151.3	114.4	136.2	184.4
Annual Bonus Paid (\$000's)	26	26	23.6	23.6	6.9	16.5	41.0
Total Compensation - All (\$000's)	168	169	155.2	154.8	114.4	137.3	185.9
<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)	95	95	186.6	186.6	122.2	156.0	200.2
Annual Bonus Paid (\$000's)	27	27	53.2	53.2	10.0	32.3	78.0
Total Compensation - All (\$000's)	95	95	201.7	201.7	122.2	160.3	219.3
<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)	19	19	161.3	161.3	121.2	138.6	227.8
Annual Bonus Paid (\$000's)	4	4	131.4	131.4	22.9	118.8	252.5
Total Compensation - All (\$000's)	19	19	188.9	188.9	121.2	138.6	243.4
<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)	9	9	161.2	161.2	119.5	161.8	209.3
Annual Bonus Paid (\$000's)	4	4	11.6	11.6	3.6	10.0	21.3
Total Compensation - All (\$000's)	9	9	166.4	166.4	119.5	171.8	221.8
<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)	30	30	177.8	177.8	128.5	164.9	203.7
Annual Bonus Paid (\$000's)	6	6	14.1	14.1	6.3	12.5	25.3
Total Compensation - All (\$000's)	30	30	180.7	180.7	128.5	164.9	203.7
<b>Operating Budget Up to \$5 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)	8	8	115.7	115.7	82.3	109.9	155.7
Annual Bonus Paid (\$000's)	3	3	16.5	16.5	--	18.0	--
Total Compensation - All (\$000's)	8	8	121.9	121.9	82.7	109.9	169.2
<b>Operating Budget \$5 to \$10 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)	14	14	151.9	151.9	129.8	141.4	150.6
Annual Bonus Paid (\$000's)	3	3	35.5	35.5	--	26.5	--
Total Compensation - All (\$000's)	14	14	159.5	159.5	129.8	141.4	151.8
<b>Operating Budget \$10 to \$20 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)	105	105	132.6	132.6	101.8	123.7	146.8
Annual Bonus Paid (\$000's)	11	11	21.4	21.4	7.4	11.9	44.6
Total Compensation - All (\$000's)	105	105	134.9	134.9	102.6	123.7	148.4
<b>Operating Budget \$20 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)	104	104	154.0	154.0	122.5	140.9	183.7
Annual Bonus Paid (\$000's)	21	21	33.2	33.2	8.8	20.1	44.3
Total Compensation - All (\$000's)	104	104	160.7	160.7	122.5	145.4	183.7
<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)	90	91	222.0	222.3	165.4	196.4	251.7
Annual Bonus Paid (\$000's)	29	29	55.8	55.8	10.0	25.0	77.8
Total Compensation - All (\$000's)	90	91	239.8	240.0	170.0	202.9	262.4



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.

TCS has offices in Armonk, NY and Los Angeles, CA. For more information about Total Compensation Solutions, please visit our Website [www.total-comp.com](http://www.total-comp.com) or contact Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com) or Paul Gavejian [pgavejian@total-comp.com](mailto:pgavejian@total-comp.com) at:

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