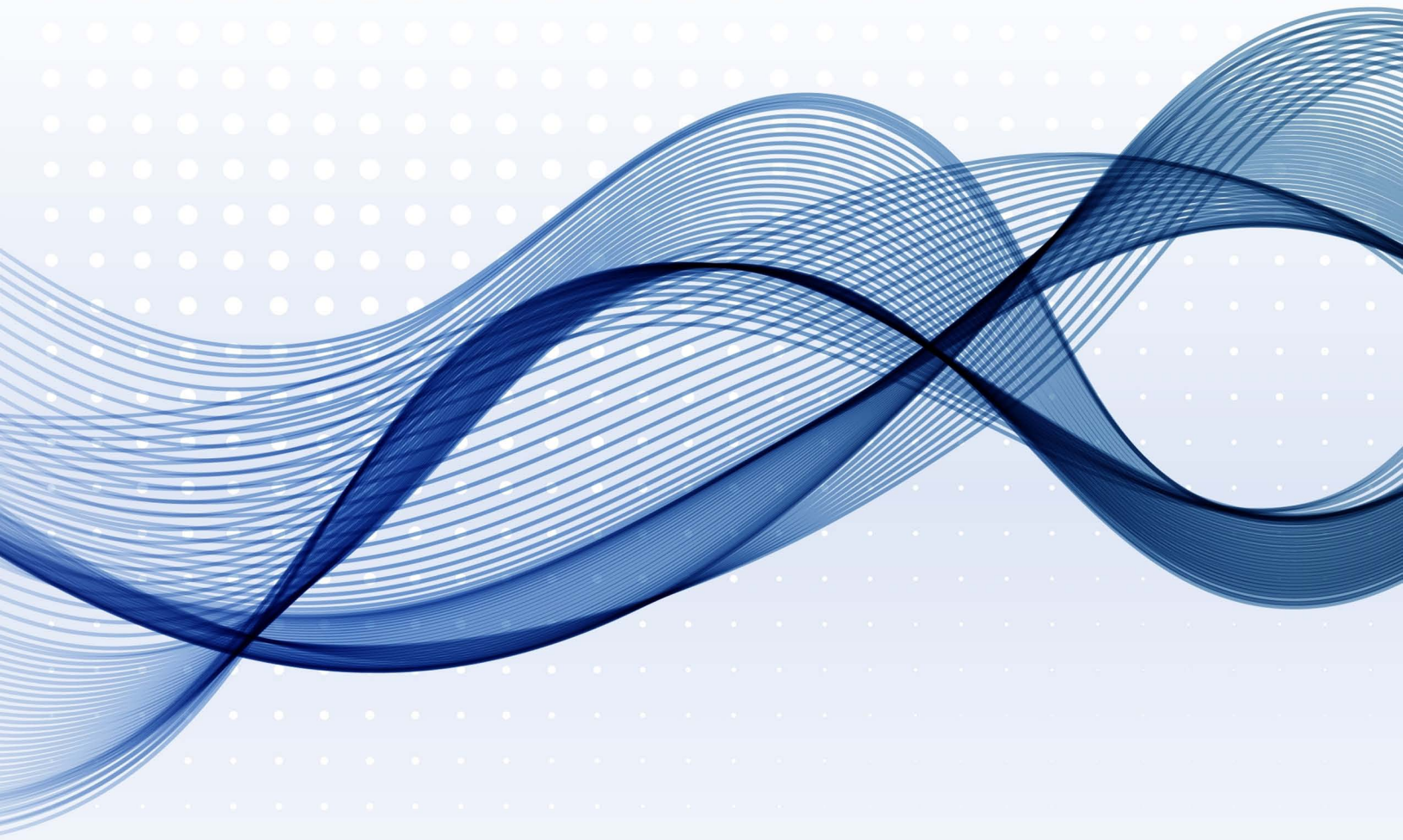
Not For Profit Compensation Survey
2014 / 2015



TCS Total Compensation Solutions

www.total-comp.com

2014 / 2015 NOT-FOR-PROFIT COMPENSATION SURVEY

Data Effective: June 1, 2014
Data Published: January 2015

All rights reserved. © Total Compensation Solutions, LLC.
Printed in the United States of America.

This publication of the 2014/2015 Not-for-Profit Compensation Survey may not be reproduced, stored in a retrieval system, or transmitted in whole or in part, in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without the expressed prior written permission of Total Compensation Solutions, LLC., 200 Business Park Drive, Armonk, NY 10504.

The information provided in this report is confidential and for the use of the subscribing organization only. By accepting this material, you agree that it will not be reproduced for or disclosed to organizations or persons outside of your organization.

Table of Contents

I. Executive Summary

Introduction ---- 7
Participant Demographics ---- 10
Findings and Observations ---- 12

II. Organization Structure

Typical Organization Chart – Large Not-for-Profits ---- 18
Typical Organization Chart – Small Not-for-Profits ---- 21

III. Compensation Analysis

Compensation Analysis ---- 23
0010 Chief Executive Officer/ Executive Director ---- 24
0020 Chief Operating Officer/ Deputy Executive Director ---- 26
0021 Director of Communications ---- 28
0022 Communications Coordinator ---- 30
0030 Top Legal Executive/ General Counsel ---- 32
0031 Assistant General Counsel ---- 34
0032 Staff Attorney ---- 36
0034 Legal Administrative Assistant ---- 38
0040 Top Research Executive ---- 40
0041 Research Director ---- 42
0042 Research Manager ---- 44
0043 Research Associate ---- 46
0050 Top Human Resources Executive ---- 48
0051 Human Resources Director ---- 50
0052 Human Resources Manager ---- 52
0053 Human Resources Generalist ---- 54
0054 Benefits Specialist ---- 56
0060 Top Administration Executive ---- 58
0061 Top Facilities Executive ---- 60
0062 Office Manager ---- 62
0063 Administrative Assistant, CEO ---- 64
0064 Administrative Assistant ---- 66
0070 Top Government Affairs Executive ---- 68
0071 Director of Government Affairs ---- 70
0080 Chief Financial Executive ---- 72
0081 Controller ---- 74
0082 Accounting Manager ---- 76
0083 Treasurer ---- 78
0084 Payroll Supervisor Manager ---- 80
0085 Accountant ---- 82
0090 Top Development Executive ---- 84
0091 Top Grant Administration Executive ---- 86
0092 Director of Membership ---- 88

Table of Contents – continued

0093	Grant Proposal Manager	90
0094	Grant Proposal Writer	92
0095	Fundraising Director	94
0096	Fundraising Coordinator	96
0100	Top Information Systems Executive	98
0101	Information Systems Director	100
0102	Information Systems Manager	102
0103	Website Director	104
0104	Systems Analyst-Intermediate Level	106
0105	Systems Analyst-Entry Level	108
0106	Database Developer (Oracle)	110
0110	Top Marketing Executive	112
0111	Top Public Relations Executive	114
0112	Marketing Director	116
0113	Marketing Manager	118
0114	Marketing Representative	120
0115	Public Relations Director	122
0116	Public Relations Coordinator	124
0117	Social Media Coordinator	126
0120	Top Publications Executive	128
0121	Managing Editor	130
0122	Senior Editor	132
0123	Editor	134
0125	Art Director	136
0127	Production Director	138
0128	Fulfillment Manager	140
0130	Top Program Executive	142
0131	Top Professional Development Executive	144
0133	Program Director	146
0134	Education Director	148
0135	Training Specialist	150
0136	Director, Volunteer Services	152
0137	Program Associate	154
0138	Special Events Planner	156
0139	Meeting Coordinator	158
0140	Outreach (Volunteer) Coordinator	160
0141	Project Manager	162
0142	Curator	164
0143	Social Worker (MSW)	166

IV. Personnel Policies and Practices

Salary Adjustment Policies	169
Benefits Policies	117
Annual Bonus/Incentive Plans	176
Perquisites	179
Paid Time Off (PTO)	180
Board of Trustees	182

Table of Contents – continued

V. Reference

Definition of Terms Used in This Report ---------- 188
Job Matching ---------- 190
Uses of Survey Data ---------- 191
Updating Salary Survey Data ---------- 192
Data Suppression ---------- 193
Determining Salary Ranges ---------- 194
Total Compensation Analysis ---------- 196
Total Compensation Solutions, LLC ---------- 197

Introduction

Welcome to the twelfth edition of Total Compensation Solutions' (TCS) *Not-for-Profit Compensation Survey*. In 2014, we saw the first full year of the Affordable Care Act's health exchanges in operation. We also saw the unemployment rate drop below 6% and the US economy continuing to improve. Going forward these economic trends will hopefully restore the not for profit sector employment and compensation to pre-2008 levels.

TCS understands the value of having access to timely and accurate pay and benefits data for any decision making process. Therefore, TCS created this study because our consultants, who have worked with not-for-profit organizations for nearly 30 years recognize the 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 632 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 now expected.

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 ***2014/2015 Not-for-Profit Compensation Report.***

Copyright © 2015 Total Compensation Solutions, LLC

Introduction - continued

Over the years, Total Compensation Solutions has observed three primary areas which are relevant to successful management of not for profit pay programs. They are the following:

- 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 *2014/2015 Not-for-Profit Compensation Survey* gathers and reports compensation data on 72 positions found in 632 not-for-profit organizations. TCS saw an increase of almost 650 employee data points from last year. This growth in the database continues to increase the credibility of the data 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.

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.

Copyright © 2015 Total Compensation Solutions, LLC

Introduction - continued

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 June 1, 2014 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 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.

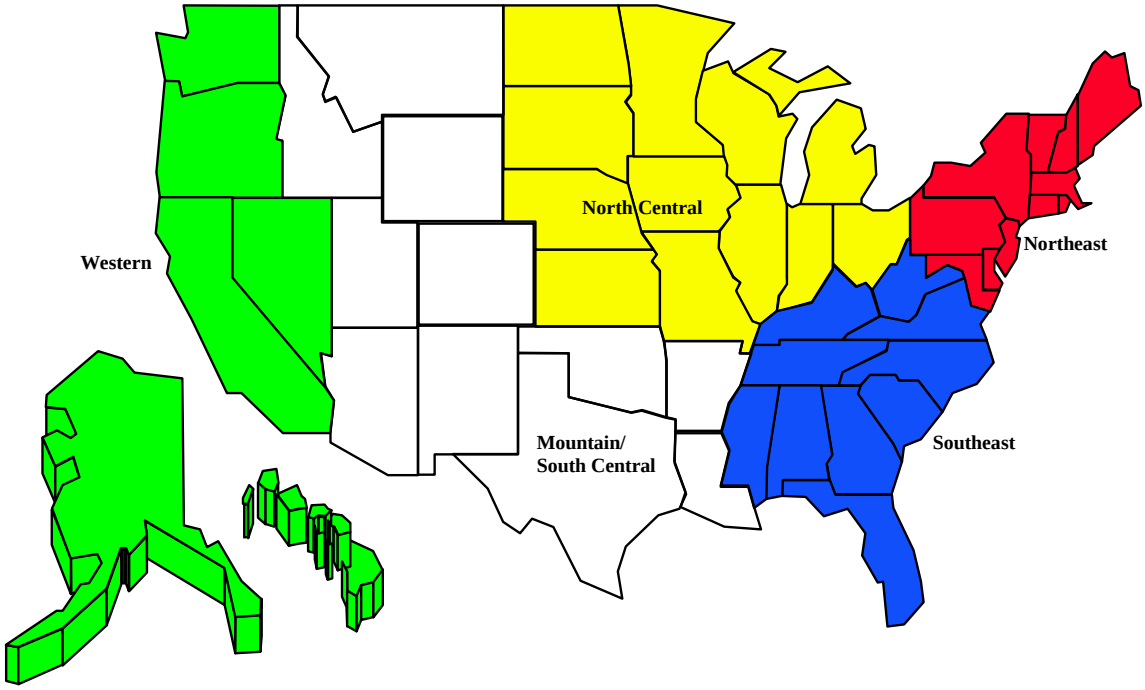
We are happy to present this report on compensation and personnel policies and practices to the not-for-profit industry sector. We appreciate the work of all of those organizations that provided data, feedback, interest and support. We believe that this survey provides a timely and accurate assessment 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 or Paul Gavejian pgavejian@total-comp.com

Copyright © 2015 Total Compensation Solutions, LLC

Participant Demographics

Geographic Breakdown of Survey Participants

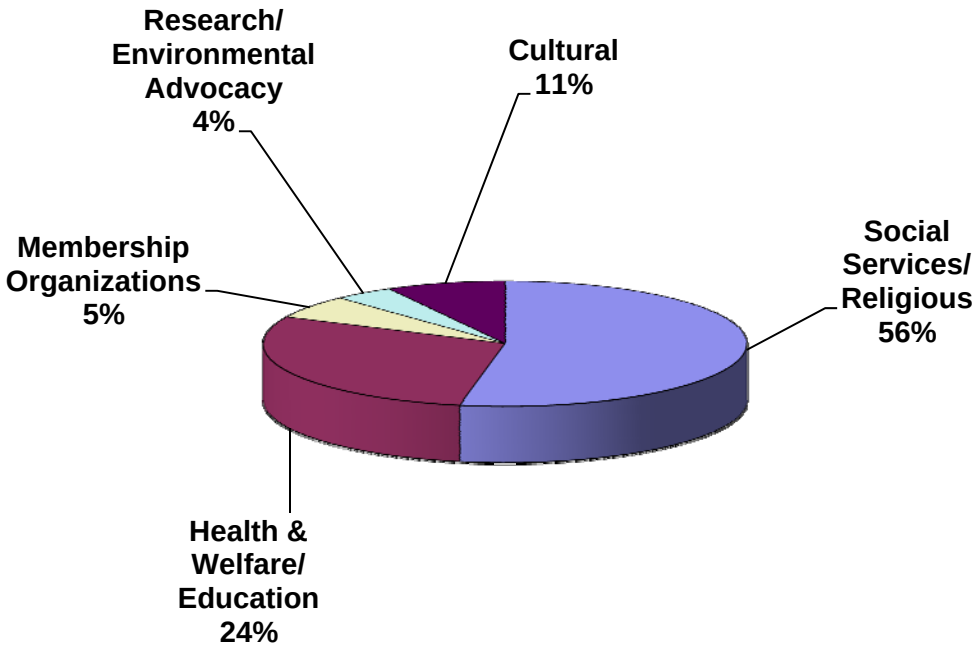


Region	Number	Percentage
Northeast	145	23%
Southeast	85	13%
North Central	140	22%
Mountain/South Central	98	16%
Western	164	26%
Total	**632**	**100%**

Copyright © 2015 Total Compensation Solutions, LLC

Participant Demographics - continued

Industry Breakdown of Survey Participants



Industry	Number	Percent
Social Services/ Religious	352	56%
Health & Welfare/ Education	154	24%
Membership Organizations	34	5%
Research/ Environmental Advocacy	25	4%
Cultural	67	11%
Total	**632**	**100%**

Copyright © 2015 Total Compensation Solutions, LLC

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)	332	332	86.3	86.3	15.7	28.7	64.0
All Companies - National	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	332	332	172.3	172.3	118.0	154.6	201.6
Annual Bonus Paid ($000's)	88	88	33.8	33.8	10.0	17.9	30.2
Total Compensation - All ($000's)	332	332	181.2	181.2	118.9	157.3	207.6
Total Compensation - Bonus Paying Only ($000's)	88	88	239.8	239.8	163.0	196.3	263.4
Salary Range Minimum ($000's)	18	18	119.3	119.3	78.4	98.5	161.8
Salary Range Midpoint ($000's)	18	18	158.7	158.7	94.3	141.2	205.2
Salary Range Maximum ($000's)	18	18	197.9	197.9	118.5	171.5	282.0
Northeast	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	75	75	186.6	186.6	137.1	174.7	232.8
Annual Bonus Paid ($000's)	13	13	49.8	49.8	10.3	15.0	64.8
Total Compensation - All ($000's)	75	75	195.2	195.2	137.1	184.6	232.8
Southeast	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	41	41	150.1	150.1	103.0	142.1	173.6
Annual Bonus Paid ($000's)	10	10	24.0	24.0	10.6	19.8	37.0
Total Compensation - All ($000's)	41	41	156.0	156.0	103.0	142.1	193.3
North Central	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	76	76	163.3	163.3	111.6	137.2	180.2
Annual Bonus Paid ($000's)	21	21	26.8	26.8	6.3	12.2	24.7
Total Compensation - All ($000's)	76	76	170.7	170.7	115.4	139.5	189.0
Mountain/South Central	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	54	54	161.7	161.7	108.8	138.7	194.2
Annual Bonus Paid ($000's)	19	19	32.2	32.2	13.0	19.0	30.3
Total Compensation - All ($000's)	54	54	173.0	173.0	108.8	144.8	196.9
Western	**No. of Co's**	**No. of EEs**	**Weighted Average**	**Average**	**25th Percentile**	**50th Percentile**	**75th Percentile**
Annual Base Salary ($000's)	86	86	184.9	184.9	131.7	167.7	208.0
Annual Bonus Paid ($000's)	25	25	36.6	36.6	10.8	18.3	33.4
Total Compensation - All ($000's)	86	86	195.6	195.6	131.7	168.5	213.7

Survey Match Quality Information (all companies)

# of Co's Indicating Stronger Than: 13
# of EEs Stronger Than: 13
# of Co's Indicating Equal to: 317
# of EEs Equal to: 317
# of Co's Indicating Less than: 2
# of EEs Less than: 2

Data Effective: June 1, 2014

Survey Degree Level (all companies)

# of EEs Indicating BA/BS: 20
# of EEs Indicating MA/MBA: 17
# of EEs Indicating PhD: --
# of EEs Indicating MD: --
# of EEs Indicating Law: --

Copyright © 2015: Total Compensation Solutions

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)	188	188	159.0	159.0	115.0	138.4	188.2
Annual Bonus Paid ($000's)	41	41	24.0	24.0	10.7	15.4	20.5
Total Compensation - All ($000's)	188	188	164.2	164.2	115.3	141.5	195.2

Health & Welfare/Education	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	80	80	192.0	192.0	118.2	160.7	214.1
Annual Bonus Paid ($000's)	30	30	50.2	50.2	10.0	28.8	64.5
Total Compensation - All ($000's)	80	80	210.8	210.8	118.2	169.1	224.8

Membership Organizations	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	20	20	177.0	177.0	123.9	151.7	217.4
Annual Bonus Paid ($000's)	7	7	46.4	46.4	5.0	20.1	26.3
Total Compensation - All ($000's)	20	20	193.3	193.3	123.9	159.0	217.4

Research/Environmental Advocacy	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	8	8	192.7	192.7	146.7	193.7	236.8
Annual Bonus Paid ($000's)	--	--	--	--	--	--	--
Total Compensation - All ($000's)	8	8	192.7	192.7	146.7	193.7	236.8

Cultural	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary ($000's)	36	36	190.7	190.7	155.5	186.3	230.5
Annual Bonus Paid ($000's)	10	10	16.5	16.5	10.0	12.7	19.6
Total Compensation - All ($000's)	36	36	195.3	195.3	155.5	191.4	234.5

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)	5	5	118.9	118.9	83.8	132.1	147.5
Annual Bonus Paid ($000's)	1	1	--	--	--	--	--
Total Compensation - All ($000's)	5	5	119.7	119.7	83.8	135.9	147.5

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)	29	29	125.2	125.2	96.3	115.0	154.6
Annual Bonus Paid ($000's)	6	6	13.7	13.7	3.9	11.5	22.6
Total Compensation - All ($000's)	29	29	128.0	128.0	96.3	118.3	158.1

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)	87	87	132.9	132.9	106.6	122.2	147.5
Annual Bonus Paid ($000's)	11	11	23.1	23.1	12.0	19.0	26.3
Total Compensation - All ($000's)	87	87	135.8	135.8	106.6	123.1	148.4

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)	116	116	167.7	167.7	133.3	162.7	194.6
Annual Bonus Paid ($000's)	39	39	25.3	25.3	9.9	14.9	20.9
Total Compensation - All ($000's)	116	116	176.2	176.2	136.6	167.9	200.1

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)	95	95	231.2	231.2	168.1	210.0	254.3
Annual Bonus Paid ($000's)	31	31	53.3	53.3	17.4	29.3	60.0
Total Compensation - All ($000's)	95	95	248.5	248.5	174.7	217.3	273.0

Copyright © 2015 Total Compensation Solutions

Total Compensation Solutions

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 is located in Armonk, NY. For more information about Total Compensation Solutions, please visit our Website www.total-comp.com or contact Tom Bailey tbailey@total-comp.com or Paul Gavejian pgavejian@total-comp.com at:

Total Compensation Solutions, LLC.
200 Business Park Drive
Suite 102
Armonk, NY 10504
Phone: (914) 730 – 7300
Fax: (914) 730 – 7303

All rights reserved. © 2015 Printed in the United States of America. This publication of the 2014/2015 Not-for-Profit Compensation Survey may not be reproduced, stored in a retrieval system, or transmitted in whole or in part, in any form or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior written permission of Total Compensation Solutions, LLC, 200 Business Park Drive, Armonk, NY 10504.