

2017 Compensation Survey of Not-for-Profit Organizations



2017 Compensation Survey of Not-For-Profit Organizations

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I. About *Compensation Resources, Inc.*

Compensation Resources, Inc. (CRI) provides compensation and human resource consulting services to mid- and small-cap public companies, private, family-owned, and closely-held firms, as well as not-for-profit organizations. **CRI** specializes in executive compensation, sales compensation, pay-for-performance and incentive compensation, performance management programs, and expert witness services.

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This survey has been prepared based on the responses received by **Compensation Resources, Inc.** Although **CRI** believes that the data provided by participants was reliable and representative of the practices within responding organizations, the survey results are provided for informational purpose only and without warranty of any kind. The results represented in this survey report should be considered in light of your organization's mission, business plan, strategy, competitive position and the manner in which the information contained herein supports its direction. **CRI** recommends that this study be used in concert with additional sources of information in order to validate all results.

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II. Study Background

Compensation Resources, Inc. is pleased to present the results of our *2017 Compensation Survey of Not-For-Profit Organizations*. This survey, targeted exclusively to tax-exempt organizations, was designed to capture compensation data of positions within a broad range of not-for-profit classifications. Data was collected between May and October 2017, and results were compiled from survey questions that were developed by **Compensation Resources, Inc.** and distributed to organizations in all not-for-profit classifications. There were 99 organizations that participated in this study.

Compensation data is reported as of **May 1, 2017** in the following dimensions:

- Base Salary (Weighted Average, Average, Median, and 25th and 75th percentiles)
- Bonus & Incentive
- Other Compensation (executive positions)
- Deferred Compensation (executive positions)
- Nontaxable Benefits (executive positions)

This survey also reports the prevalence of various programs and practices relative to compensation, covering annual incentives, long-term incentives, various perquisites, supplemental benefits, and agreements.

CRI is dedicated to providing accurate results of this survey to participants; therefore, should you have any questions or need clarification regarding any aspect of the survey's results, please contact me at (201) 934-0505, x105.

We thank you for your participation.



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III. Definitions and Reporting

Data effective date: May 1, 2017.

Executive compensation reporting tables

of Incs: The number of incumbents reported by participants for the position.

Avg Base Salary: The sum of all base salaries reported divided by the number of reported inputs.

25th: The point below which 25% of the data falls.

Median: The middle number in the data array.

75th: The point below which 75% of the data falls.

Avg Bonus & Incentive: The sum of all annual bonuses/incentives reported divided by the number of reported inputs.

Avg Other Comp: The sum of all other compensation reported divided by the number of reported inputs.

Avg Deferred Comp: The sum of all deferred compensation amounts reported divided by the number of reported inputs.

Avg Nontaxable Benefits: The sum of all nontaxable benefit amounts reported divided by the number of reported inputs.

Total Comp. Package: The sum of all total compensation amounts reported divided by the number of reported inputs.

Non-executive compensation reporting tables

of Incs: The number of incumbents reported by participants for the position.

Weighted Avg Base Salary: The sum of all reported base salaries divided by the number of incumbents. Where one organization dominated the results by 25% or greater, no weighted average is reported; indicated with a double asterisk (**).

Avg Base Salary: The sum of all base salaries reported divided by the number of reporting organizations.

25th: The point below which 25% of the data falls.

Median: The middle number in the data array.

75th: The point below which 75% of the data falls.

Total Cash Comp: The sum of all total cash compensation amounts reported divided by the number of reported inputs.

Insufficient data is reported with an asterisk (*). For positions with insufficient data in the revenue, industry classification, and/or region cuts, only the overall data is reported (see Table of Contents for page number).

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No reporting is shown for the following positions due to lack of sufficient responses:

- Desktop Publisher
- Government Affairs Manager
- Human Resources Manager
- Paralegal
- Software Technician
- Systems & Programming Manager
- Top Investment Executive

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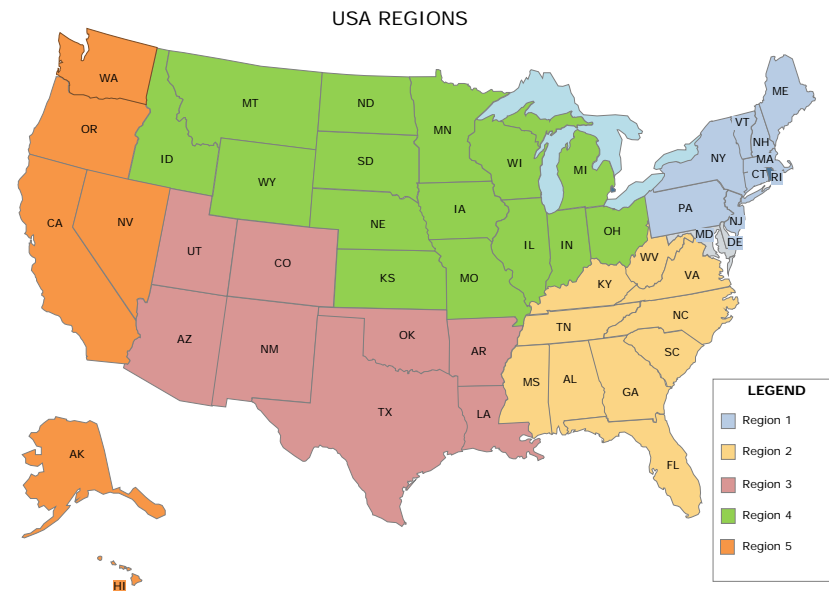
IV. Participant Demographics

Classification	Percentage
Arts, Culture, Education, and Humanities	9%
Health	19%
Religion Related	14%
Mutual/Membership Benefit Organizatons	36%
Services (Human, International, Societal Benefit)	5%
Other	17%

Revenue Category	Percentage
Less than \$1.0 million	5%
\$1.0 million - \$4.9 million	13%
\$5.0 million - \$9.9 million	14%
\$10.0 million - \$49.9 million	43%
\$50.0 million - \$99.9 million	11%
\$100.0 million - \$499.9 million	8%
\$500.0 million or more	6%

Employee Size	Percentage
Less than 50 employees	22%
51 - 99 employees	13%
100 - 499 employees	40%
500 - 999 employees	10%
1,000 - 1,999 employees	8%
2,000 - 4,999 employees	3%
5,000 - 9,999 employees	2%
More than 10,000 employees	2%

Region	Percentage
Region 1	32%
Region 2	11%
Region 3	23%
Region 4	23%
Region 5	11%



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Top Financial Executive

Has broad responsibility for the organization's fiscal operating results, including managing the financial risks for the organization. Develops, implements, and oversees plans and programs related to accounting, finance, audit, and compliance. Plans and directs new financial procedures to obtain optimum efficiency and reduced costs. Directs receipt, disbursement, and expenditures of money or capital assets. Directs the preparation of all fiscal reports. Prepares, presents, and interprets major reports for the Board of Directors and senior management.

	# of Incs	Base Salary				Annual Bonus & Incentive	Other Compensation			Total Comp. Package
		Avg	25th	Median	75th	Avg Bonus & Incentive	Avg Other Comp.	Avg Deferred Comp.	Avg Nontaxable Benefits	Average
Overall										
Revenue										
Less than \$1.0 million										
\$1.0 million - \$4.9 million										
\$5.0 million - \$9.9 million										
\$10.0 million - \$49.9 million										
\$50.0 million - \$99.9 million										
\$100.0 million - \$499.9 million										
\$500.0 million or more										
Classification										
Arts, Culture, Education, and Humanities										
Health										
Religion Related										
Mutual/Membership Benefit										
Services (Animal, Environ., Human, Int'l, Societal)										
Size										
Less than 50 ees										
51 - 99 ees										
100 - 499 ees										
500 - 999 ees										
1,000 - 1,999 ees										
2,000 - 4,999 ees										
5,000 - 9,999 ees										
More than 10,000 ees										
Region										
Region 1										
Region 2										
Region 3										
Region 4										
Region 5										

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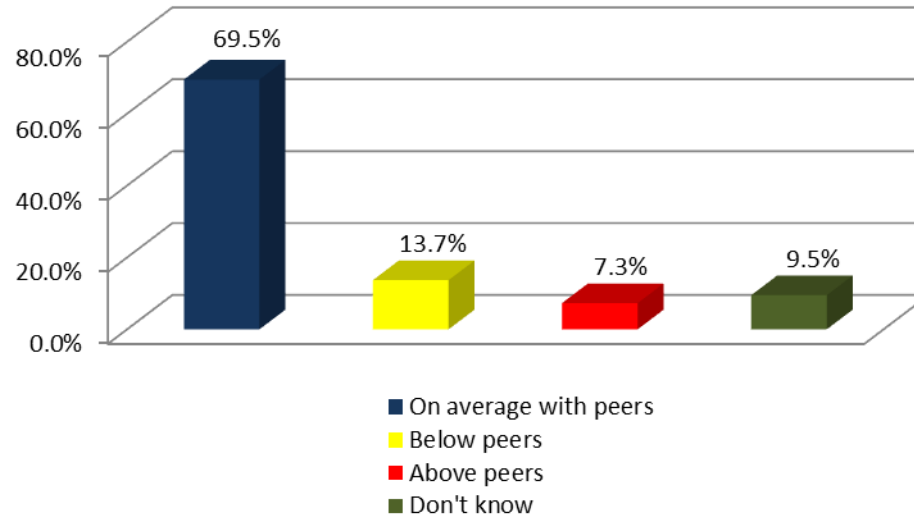
Executive Assistant

Under minimal supervision, but in accordance with established policies and procedures, provides secretarial and administrative services for the Executive Director/Top Executive. Develops and communicates administrative standards and procedures used throughout the organization. Has access to and regularly works with information of the most sensitive, highly confidential, strategic and critical nature.

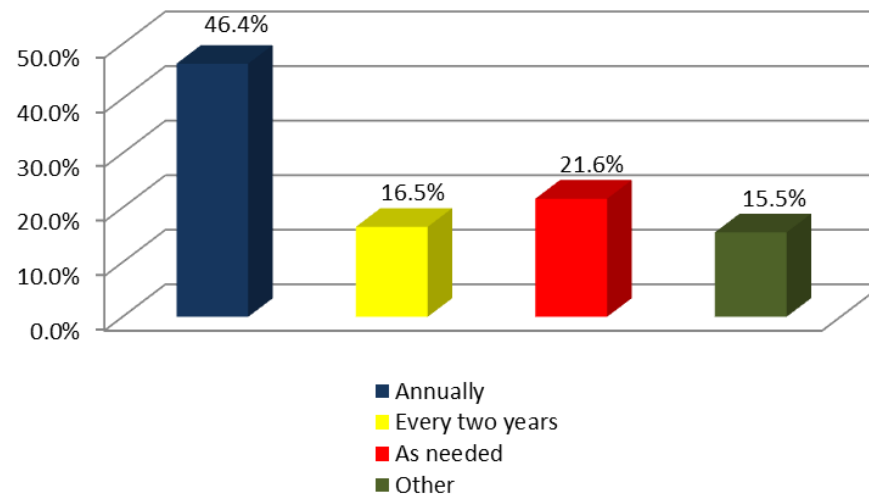
	Base Salary						Total Cash Comp.
	# of Incs	Weighted Avg	Avg	25th	Median	75th	Average
Overall							
Revenue							
Less than \$1.0 million							
\$1.0 million - \$4.9 million							
\$5.0 million - \$9.9 million							
\$10.0 million - \$49.9 million							
\$50.0 million - \$99.9 million							
\$100.0 million - \$499.9 million							
\$500.0 million or more							
Classification							
Arts, Culture, Education, and Humanities							
Health							
Religion Related							
Mutual/Membership Benefit							
Services (Animal, Environ., Human, Int'l, Societal)							
Size							
Less than 50 ees							
51 - 99 ees							
100 - 499 ees							
500 - 999 ees							
1,000 - 1,999 ees							
2,000 - 4,999 ees							
5,000 - 9,999 ees							
More than 10,000 ees							
Region							
Region 1							
Region 2							
Region 3							
Region 4							
Region 5							

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How does your organization pay employees as compared to your peers with similar jobs?



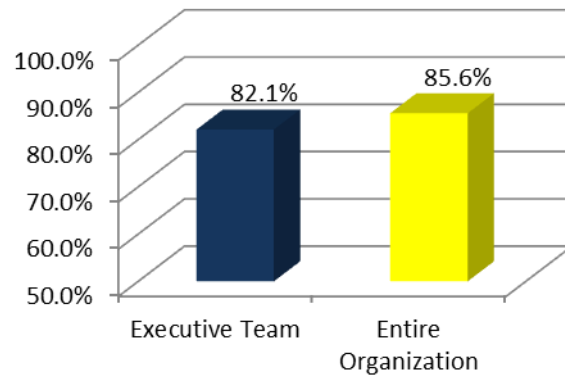
Organizations examine compensation levels within the marketplace:



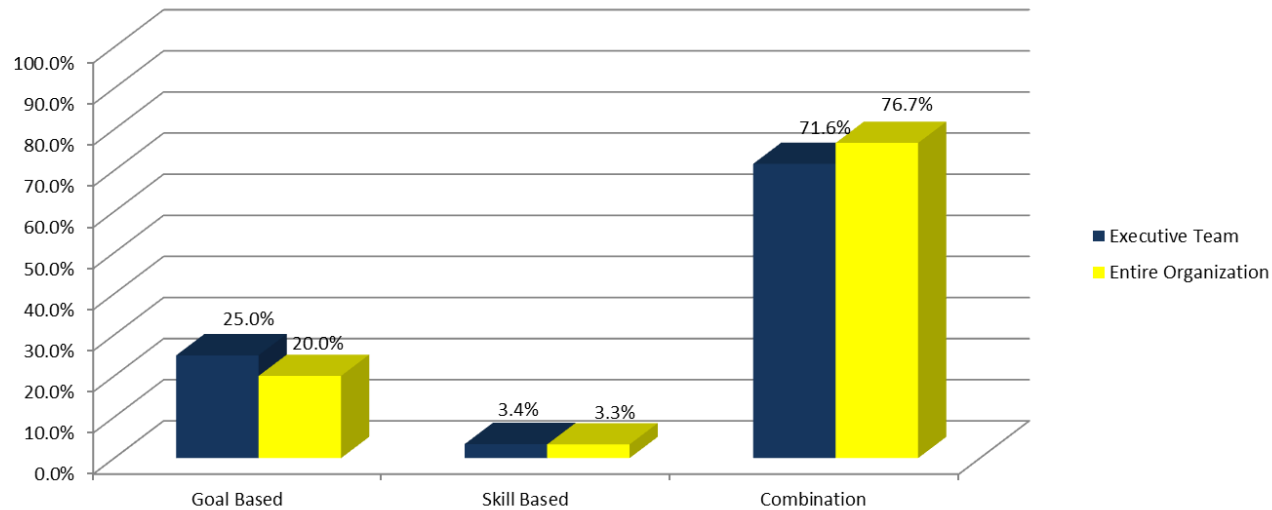
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Performance Management Practices

Percentage of organizations that have documented performance evaluation plans:



Your performance evaluation plan is:



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VII. SURVEY PARTICIPANTS

List contains only organizations that gave permission to identify their name

AIPSO	Enable Inc.	Michigan Automobile Insurance Placement Facility
American Chemical Society	Evangelical Presbyterian Church	Minneapolis Public Schools
American Councils for International Education	Faith Church	Mission Aviation Fellowship
Barnabas Foundation	Family Life Broadcasting Systems, aka Family Life	Mission Hills Church
Beaumont Health	Communications, Inc.	Missions Door
Bergen Volunteer Medical Initiative	Fellowship of Christian Athletes	Network of International Christian Schools/Oasis
Bible League International	Givens Estates, Inc.	International Schools, Inc.
Biblica, Inc.	Gulf of Maine Research Institute	New Life Ranch
Brevard Health Alliance, Inc.	Gulf Coast Regional Blood Center	Omnitrans
Bright Hope	Hackensack Meridian Health	Open Doors International, Inc.
Catholic Charities Corp dba Catholic Charities, Diocese of Cleveland	Hadley Institute for the Blind and Visually Impaired	Pinnacle Health System
Catholic Charities of Fairfield County	HealthPoint	Pioneer Bible Translators
Catskill Area Hospice and Palliative Care, Inc.	Ice Theatre of New York	Property Casualty Insurers Association of America
Chosen People Ministries	Illinois Farm Bureau	Providence Animal Center
Christ Church of Oak Brook	Jewish Family Service of San Diego	Reaching Souls International, Inc.
Christian Family Care	KSBJ Educational Foundation	Reliant Mission
Christian Reformed Church in North America	Liberty Resources, Inc.	Rescue Mission Alliance
College Success Foundation	Lifetime Healthcare Companies - Excellus BlueCross	St. Charles Youth & Family Services, Inc.
Community Memorial Health System	BlueShield	Thresholds
Cornerstone Family Healthcare	Marshfield Clinic	Trans World Radio
CRDF Global	Maryland SPCA Inc.	William F. Ryan Community Health Center
Denver Seminary	Mastermedia International	World Relief Corporation
Discover Goodwill of Southern & Western Colorado	Mercy Ships	YMCA of Greater Rochester
	MGMA	