



Compensation
Resources

2019 Compensation Survey of Not-For-Profit Organizations

December 2019

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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.

II. Study Background

Compensation Resources, Inc. is pleased to present the results of our *2019 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 June and November 2019, 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 82 organizations that participated in this study.

Compensation data is reported as of **May 1, 2019** 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) 934-0104.

We thank you for your participation.



III. Definitions and Reporting

Data effective date: May 1, 2019.

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).

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

- Auditing Manager
- Auditor
- Compensation Manager
- Curator
- Desktop Publisher
- Government Affairs Manager
- Lobbyist
- Paralegal - Senior
- Software Technician
- Top Investment Executive

SAMPLE

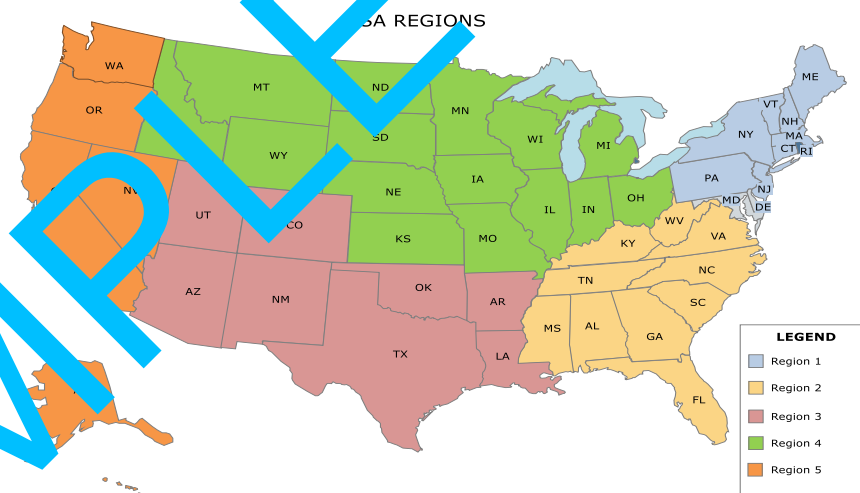
IV. Participant Demographics

Classification	Percentage
Arts, Culture, Education, and Humanities	7%
Health	13%
Religion Related	21%
Mutual/Membership Benefit Organizations	43%
Services (Human, International, Societal Benefit)	9%
Other	7%

Revenue Category	Percentage
Less than \$5.0 million	21%
\$5.0 million - \$9.9 million	17%
\$10.0 million - \$49.9 million	33%
\$50.0 million - \$99.9 million	17%
\$100.0 million or more	12%

Employee Size	Percentage
Less than 50 employees	26%
51 - 99 employees	8%
100 - 499 employees	43%
500 - 999 employees	7%
1,000 or more employees	16%

Region	Percentage
Region 1	23%
Region 2	14%
Region 3	23%
Region 4	29%
Region 5	11%



Top Programs Executive

Directs and coordinates activities of personnel engaged in the preparation of the program; establishes work schedules and assigns work to staff members. Monitors departmental budget allocation and ensures that programs are delivered within time and budgetary constraints and develops standards for evaluating the process within the organization.

	# 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 \$5.0 million										
\$5.0 million - \$9.9 million										
\$10.0 million - \$49.9 million										
\$50.0 million - \$99.9 million										
\$100.0 million or more										
Classification										
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 or more ees										
Region										
Region 1										
Region 2										
Region 3										
Region 4										
Region 5										

Accountant

Trained in bookkeeping and in preparation, auditing, and analysis of accounts. Responsible for keeping all financial records including payroll information, accounts payable, accounts receivable, retail sales, and information regarding investments held by the organization. Performs internal audits to ensure that the financial records of the organization are accurate. Prepares annual reports and financial statements for planning and decision making, and advises on tax laws and investment opportunities.

	Base Salary						Total Cash Comp.
	# of Incs	Weighted Avg	Avg	25th	Median	75th	Average
Overall							
Revenue							
Less than \$5.0 million							
\$5.0 million - \$9.9 million							
\$10.0 million - \$49.9 million							
\$50.0 million - \$99.9 million							
\$100.0 million or more							
Classification							
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 or more ees							
Region							
Region 1							
Region 2							
Region 3							
Region 4							
Region 5							

VII. SURVEY PARTICIPANTS

List contains only organizations that gave permission to identify their name

AMIB	Metropolitan Area Agency on Aging
Arbitration Forums, Inc.	Minneapolis Public Schools
Barnabas Foundation	Miracle Hill Ministries
Bible League International	Mishkan Chicago
Brevard Health Alliance, Inc.	Mission Hills Church
CareFirst BlueCross/BlueShield	Mission Increase Foundation
Catholic Charities Corp.	Mission Mutual
California Educational Technology Professionals Association	Mission to Children
Chicago Zoological Society	Multiplication Network Ministries
Christ Church of Oak Brook	Network of International Christian Schools
Chosen People Ministries, Inc.	Northwest Health
Denver Rescue Mission	OMH (U.S.)
Discover Goodwill of Southern & Western Colorado	Penn Foundation, Inc.
East-West Ministries International	Pine Cove Inc.
Encompass World Partners	Plant With Purpose
Faith Church	Population Council
Family & Children's Services	Reliant Mission
Family Life Communications Inc.	SAMS USA
Fellowship of Christian Athletes	Thresholds
Greater Europe Mission	Twin Cities PBS
Hadley Institute for the Blind and Visually Impaired	UPMC Pinnacle
Hospice of Santa Cruz County	Wycliffe Seed Company
Illinois Farm Bureau	Young Life
International Students, Inc.	
KSBJ Educational Foundation, Inc.	
Lifetime Healthcare Companies	
Marshfield Clinic Health Systems	
Mercy Ships	