

Not For Profit Compensation Survey 2010/2011



TCS Total Compensation Solutions
www.total-comp.com

2010/2011 NOT-FOR-PROFIT COMPENSATION SURVEY

**Data Effective: June 1, 2010
Data Published: January 2011**

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

This publication of the 2010/2011 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
0072 Senior Lobbyist -----	72
0073 Lobbyist -----	74
0080 Chief Financial Executive -----	76
0081 Controller-----	78
0082 Accounting Manager -----	80
0083 Treasurer-----	82
0084 Payroll Supervisor Manager-----	84
0085 Accountant-----	86
0090 Top Development Executive -----	88
0091 Top Grant Administration Executive -----	90
0092 Director of Membership -----	92

Table of Contents – continued

0093	Grant Proposal Manager-----	94
0094	Grant Proposal Writer-----	96
0095	Fundraising Director-----	98
0096	Fundraising Coordinator -----	100
0100	Top Information Systems Executive -----	102
0101	Information Systems Director -----	104
0102	Information Systems Manager-----	106
0103	Website Director -----	108
0104	Systems Analyst-Intermediate Level-----	110
0105	Systems Analyst-Entry Level -----	112
0110	Top Marketing Executive-----	114
0111	Top Public Relations Executive -----	116
0112	Marketing Director -----	118
0113	Marketing Manager-----	120
0114	Marketing Representative -----	122
0115	Public Relations Director-----	124
0116	Public Relations Coordinator-----	126
0120	Top Publications Executive-----	128
0121	Managing Editor-----	130
0122	Senior Editor -----	132
0123	Editor-----	134
0125	Art Director -----	136
0126	Writer-----	138
0127	Production Director -----	140
0128	Fulfillment Manager -----	142
0130	Top Program Executive -----	144
0131	Top Professional Development Executive-----	146
0132	Director of Chapter/Affiliate Relations -----	148
0133	Program Director-----	150
0134	Education Director -----	152
0135	Training Specialist -----	154
0136	Director, Volunteer Services -----	156
0137	Program Associate -----	158
0138	Special Events Planner-----	160
0139	Meeting Coordinator -----	162
0140	Outreach (Volunteer) Coordinator -----	164
0141	Project Manager-----	166
0142	Curator-----	168
0143	Social Worker (MSW)-----	170
IV.	Personnel Policies and Practices	
	Salary Adjustment Policies -----	173
	Benefits Policies-----	175
	Annual Bonus/Incentive Plans-----	180
	Perquisites-----	184
	Turnover-----	185
	Paid Time Off (PTO) -----	186
	Board of Trustees Compensation and Governance-----	188

Table of Contents – continued

V. Reference	
Definition of Terms Used in This Report	192
Job Matching	196
Uses of Survey Data	197
Updating Salary Survey Data	198
Data Suppression	199
Determining Salary Ranges	200
Total Compensation Analysis	202
Total Compensation Solutions, LLC	203

Introduction

This is the eighth edition of Total Compensation Solutions' (TCS) *Not-for-Profit Compensation Survey*. Over the last few years, the prevailing concerns in the country have been the economy and jobs for Americans. Economists are saying that the recession officially ended in 2009, and yet we are still experiencing unemployment close to 10%. There are positive signs that the economy is recovering such as; consumer confidence is up, the stock market has recovered and there is a small amount of job growth every month. In 2010, we saw healthcare reform become law and tax cuts get extended for two more years. In theory, all these things combined should help usher in a stronger 2011 for the not for profit sector and general industry.

TCS understands how difficult the last two years have been for many not for profits. Hopefully with economic recovery, organizations will see funding restored or see new sources of funding emerge. Either way the missions of the not-for-profit sector must continue and organizations must still hire and employ people to run and support the company. As we have said before, in difficult times, retaining the right personnel becomes even more imperative to an organization. Whether your organization has experienced prosperity during this time or had to downsize, freeze wages or reduce wages, every company should assess their human resources needs for 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 20 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 make the tough decisions for the coming year.

This survey gathers and reports compensation policies and practices among 760 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.

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 ***2010/2011 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 *2010/2011 Not-for-Profit Compensation Survey* gathers and reports compensation data on 74 positions found in 760 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:

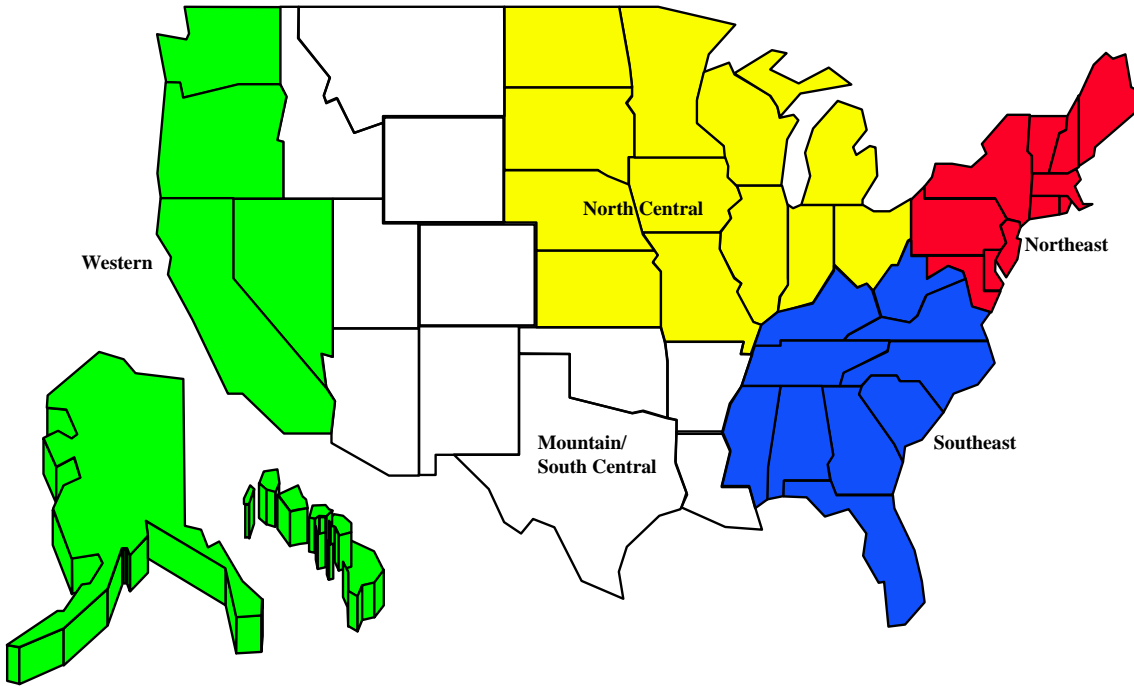
Section I	Executive Summary	Provides an introduction of the survey and its overall objective to present an alternative source of data for not-for-profits, our methodology, participant demographics and key findings.
Section II	Organization Structure	Presents typical organization charts for large and small not-for-profit organizations.
Section III	Compensation Analysis	Reports compensation data effective as of <u>June 1, 2010</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 Tom Bailey tbailey@total-comp.com or Paul Gavejian pgavejian@total-comp.com

Participant Demographics

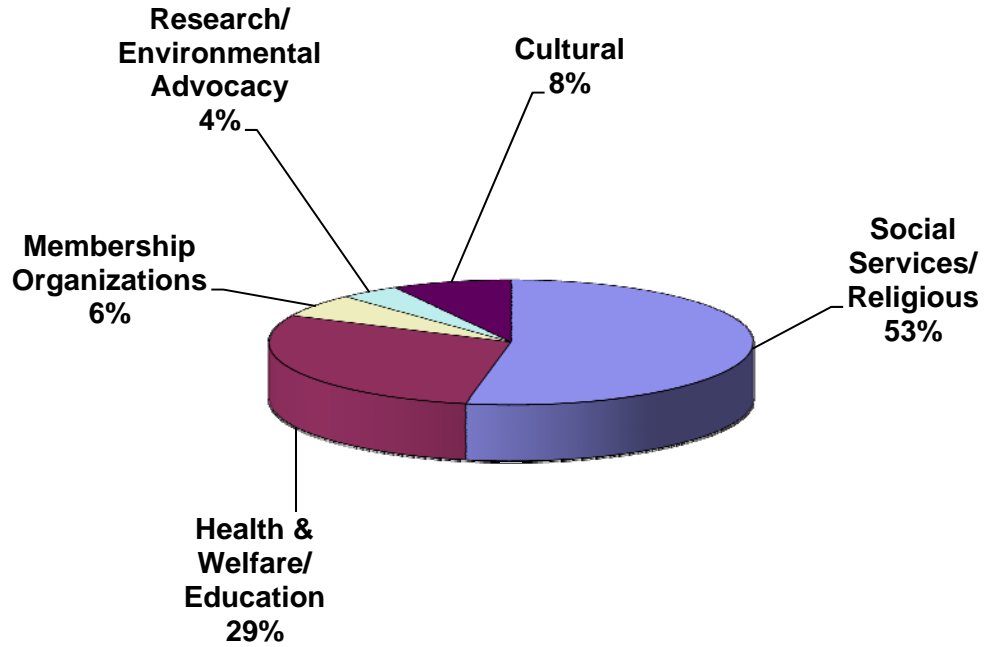
Geographic Breakdown of Survey Participants



Region	Number	Percentage
Northeast	185	24%
Southeast	111	15%
North Central	151	20%
Mountain/South Central	119	16%
Western	194	25%
Total	760	100%

Participant Demographics - continued

Industry Breakdown of Survey Participants



Industry	Number	Percent
Social Services/ Religious	407	53%
Health & Welfare/ Education	222	29%
Membership Organizations	44	6%
Research/ Environmental Advocacy	28	4%
Cultural	59	8%
Total	760	100%

2010/2011 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)	371	371	74.8	74.8	13.6	23.0	50.4
Number of Full-time Employees	--	--	--	--	--	--	--
All Companies - National	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	371	371	153.0	153.0	108.0	133.9	179.2
Annual Bonus Paid (\$000's)	41	41	36.6	36.6	7.5	19.9	34.0
Total Compensation - All (\$000's)	371	371	157.1	157.1	108.0	136.2	183.4
Total Compensation - Bonus Paying Only (\$000's)	41	41	203.8	203.8	152.6	174.8	221.5
Salary Range Minimum (\$000's)	23	23	111.6	111.6	81.0	100.0	137.0
Salary Range Midpoint (\$000's)	23	23	141.7	141.7	101.6	112.5	171.5
Salary Range Maximum (\$000's)	23	23	171.7	171.7	122.2	131.0	206.0
Northeast	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	97	97	176.6	176.6	126.1	156.6	194.2
Annual Bonus Paid (\$000's)	10	10	29.5	29.5	3.4	8.5	28.7
Total Compensation - All (\$000's)	97	97	179.7	179.7	126.1	158.7	197.5
Southeast	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	47	47	144.1	144.1	92.7	121.3	179.2
Annual Bonus Paid (\$000's)	5	5	64.7	64.7	11.7	27.2	136.5
Total Compensation - All (\$000's)	47	47	151.0	151.0	92.7	121.3	185.4
North Central	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	74	74	151.9	151.9	108.7	127.6	174.6
Annual Bonus Paid (\$000's)	9	9	28.7	28.7	11.5	26.0	32.0
Total Compensation - All (\$000's)	74	74	155.4	155.4	108.7	128.8	177.7
Mountain/South Central	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	66	66	137.1	137.1	104.8	125.5	159.5
Annual Bonus Paid (\$000's)	12	12	41.4	41.4	6.8	19.2	49.5
Total Compensation - All (\$000's)	66	66	144.6	144.6	104.8	127.2	162.3
Western	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	87	87	144.6	144.6	105.1	132.3	177.2
Annual Bonus Paid (\$000's)	5	5	25.2	25.2	5.5	18.6	48.2
Total Compensation - All (\$000's)	87	87	146.0	146.0	105.1	134.5	177.3

Survey Match Quality Information (all companies)

# of Co's Indicating Stronger Than:	10	# of EEs Stronger Than:	10
# of Co's Indicating Equal to:	356	# of EEs Equal to:	356
# of Co's Indicating Less than:	5	# of EEs Less than:	5

Survey Degree Level (all companies)

# of EEs Indicating BA/BS:	17
# of EEs Indicating MA/MBA:	23
# of EEs Indicating PhD:	--
# of EEs Indicating MD:	1
# of EEs Indicating Law:	--

Data Effective: June 1, 2010

2010/2011 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)	188	188	141.8	141.8	104.1	128.2	168.5
Annual Bonus Paid (\$000's)	16	16	36.0	36.0	8.4	21.5	32.6
Total Compensation - All (\$000's)	188	188	144.9	144.9	104.1	129.3	173.7
Health & Welfare/Education	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	107	107	162.8	162.8	110.2	138.5	181.9
Annual Bonus Paid (\$000's)	14	14	37.3	37.3	6.8	17.6	57.5
Total Compensation - All (\$000's)	107	107	167.7	167.7	110.8	138.6	189.8
Membership Organizations	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	28	28	167.9	167.9	113.2	129.3	200.2
Annual Bonus Paid (\$000's)	6	6	58.1	58.1	9.5	31.0	105.0
Total Compensation - All (\$000's)	28	28	180.3	180.3	113.2	135.8	213.6
Research/Environmental Advocacy	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	10	10	160.1	160.1	126.3	151.3	191.4
Annual Bonus Paid (\$000's)	1	1	--	--	--	--	--
Total Compensation - All (\$000's)	10	10	160.2	160.2	126.3	151.3	191.4
Cultural	No. of Co's	No. of EEs	Weighted Average	Average	25th Percentile	50th Percentile	75th Percentile
Annual Base Salary (\$000's)	38	38	168.1	168.1	113.2	156.2	201.2
Annual Bonus Paid (\$000's)	4	4	12.7	12.7	1.8	12.2	24.1
Total Compensation - All (\$000's)	38	38	169.5	169.5	113.2	161.1	201.2
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)	11	11	113.6	113.6	85.5	122.0	134.7
Annual Bonus Paid (\$000's)	4	4	10.6	10.6	1.9	9.0	21.0
Total Compensation - All (\$000's)	11	11	117.4	117.4	88.5	123.6	143.4
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)	16	16	138.2	138.2	107.4	129.3	150.6
Annual Bonus Paid (\$000's)	3	3	29.9	29.9	--	8.0	--
Total Compensation - All (\$000's)	16	16	143.8	143.8	107.4	129.3	170.2
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)	139	139	119.6	119.6	93.9	112.1	133.4
Annual Bonus Paid (\$000's)	6	6	16.3	16.3	8.9	14.3	26.0
Total Compensation - All (\$000's)	139	139	120.3	120.3	93.9	112.1	136.2
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)	111	111	153.3	153.3	114.3	148.8	185.0
Annual Bonus Paid (\$000's)	14	14	47.3	47.3	6.8	20.0	40.0
Total Compensation - All (\$000's)	111	111	159.2	159.2	114.3	154.5	187.5
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)	94	94	209.4	209.4	145.6	182.5	223.8
Annual Bonus Paid (\$000's)	14	14	43.4	43.4	8.3	30.1	68.8
Total Compensation - All (\$000's)	94	94	215.8	215.8	145.9	189.9	236.0



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 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. © 2011 Printed in the United States of America. This publication of the 2010/2011 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.

\