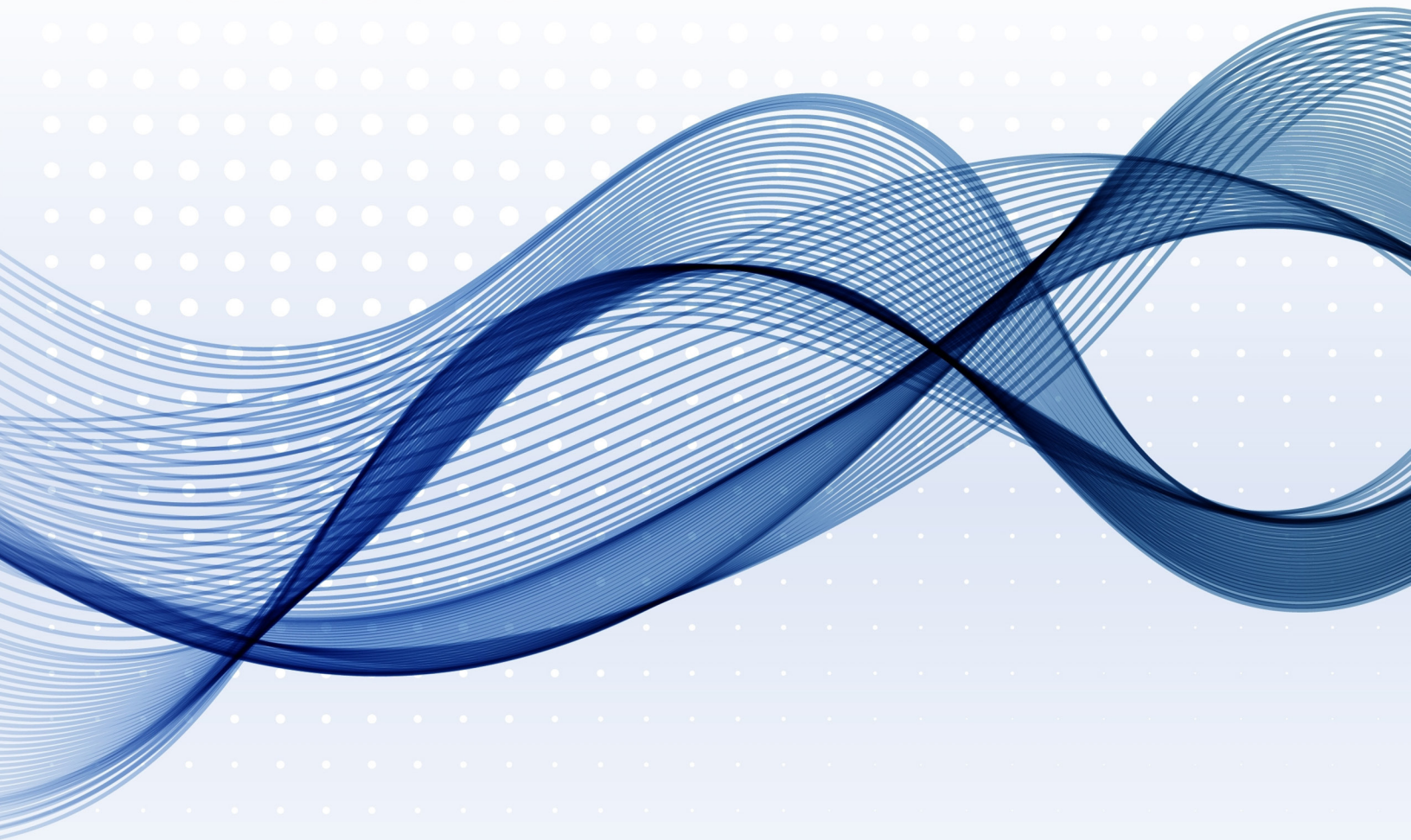


Not For Profit Compensation Survey 2022 / 2023



TCS Total Compensation Solutions
www.total-comp.com

2022 / 2023 NOT-FOR-PROFIT COMPENSATION SURVEY

**Data Effective: September 1, 2022
Data Published: February 2022**

**Number of Companies: 984
Number of Survey Positions: 72
Number of Employees Reported: 8,033**

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Introduction

Welcome to the 20th edition of Total Compensation Solutions' (TCS) *Not-for-Profit Compensation Survey*. In 2003, we launched this survey because we saw a need for a comprehensive review of not-for-profit staff compensation. Accordingly, this study reviews total cash compensation (base salary plus annual bonus) as well as: salary increases, benefits practices, retirement practices, paid time off, and bonus practices. We collect this data to capture a total rewards perspective for the not-for-profit sector. This survey has become a valuable resource for evaluating compensation in the competitive market for not-for-profit organizations of all sizes and it is also being used by some of the largest compensation consulting firms in the US. The *2022/2023 Not-for-Profit Compensation Survey* gathers and reports compensation data on 72 positions found in 984 not-for-profit organizations.

Since we published the *2021/2022 Not-For-Profit Compensation Survey* in February 2022, we have seen the effects of the "The Great Resignation" lessen. In January 2023, 517,000 jobs were added to the US economy, which was a positive indicator that maybe the US and World are not heading for a recession as some economists and news media outlets have been predicting. The US government also reported an unemployment rate of 3.4% which is the lowest it has been since 1969. Even with the positive job reports, we have also seen significant layoffs in the technology sector by Twitter, Google, Microsoft, Amazon and Facebook. These layoffs seem to reflect the slowdown in demand as the US and World come out of the COVID-19 pandemic and the effects of the high inflation the economy has experienced over the last 12 to 18 months. At the same time, we have organizations giving annual increases in the range of 4.0% to 6.0% to keep pace with the labor market and to retain high performing employees.

In the mid-term elections of November 2022, we saw the republican party gain a majority in the US House of Representatives and the democrats retain the majority in the US Senate. It remains to be seen whether the sides will be able to cooperate and pass any legislation to address issues the American people are facing. There is already an issue with the debt ceiling and whether the republicans in the House will refuse to increase it. Meanwhile, the Federal Bank has been increasing interest rates in an effort to slow down inflation. Currently, we are seeing some positive signs that prices are starting to go down, especially oil. The real test in the next year will be if the US and World economies stay healthy and avoid going into a recession. This will be a big factor in what the market for talent will look like in the not-for-profit and the for-profit sectors.

Given the state of the current labor market, TCS is pleased to publish the ***2022/2023 Not-for-Profit Compensation Report***. We believe this survey will be a valuable resource in achieving not-for-profit compensation objectives and monitoring best practices for this economic sector.

Introduction - continued

TCS looks at three primary areas that are relevant to successful management of not-for-profit total reward 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 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 assist not-for-profit organizations explain and justify their compensation policies and practices.

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 December. 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 our surveys. This is a process for: compiling data; screening data; responding to questions arising from the initial screening process; preparing micro- and macro-reports that allow survey analysts to review single organization data for comprehensive response, match quality, and consistency of pay practices while comparing all organizations' response based on overall compensation practice. The result is a comprehensive database that TCS uses to ensure data accuracy and prepare this final survey report on compensation practices in the not-for-profit sector.

Introduction - continued

This survey report is divided into five sections as described below:

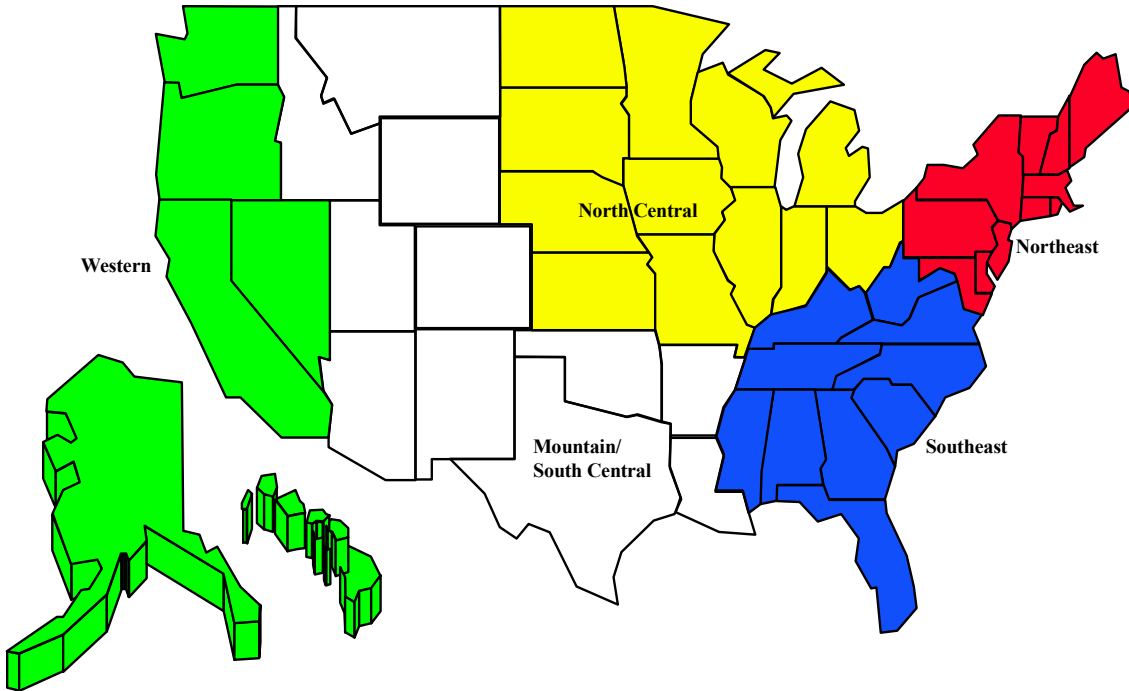
Section I	Executive Summary	Provides an introduction of the survey and its overall objective to present a primary resource on compensation practices among not-for-profits. TCS key findings, participant demographics, and methodology are also included.
Section II	Organization Structure	Presents typical organization charts for large and small not-for-profit organizations.
Section III	Compensation Analysis	Reports compensation data effective as of <u>September 1, 2022</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 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.

TCS is pleased to present this report on compensation and personnel policies and practices in the not-for-profit industry sector. We appreciate the work of all 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, or would like to discuss our compensation consulting services, please contact Tom Bailey at (914) 255-8725 or via email at tbailey@total-comp.com or Paul Gavejian at (914) 730-7300 or via email at pgavejian@total-comp.com.

Participant Demographics

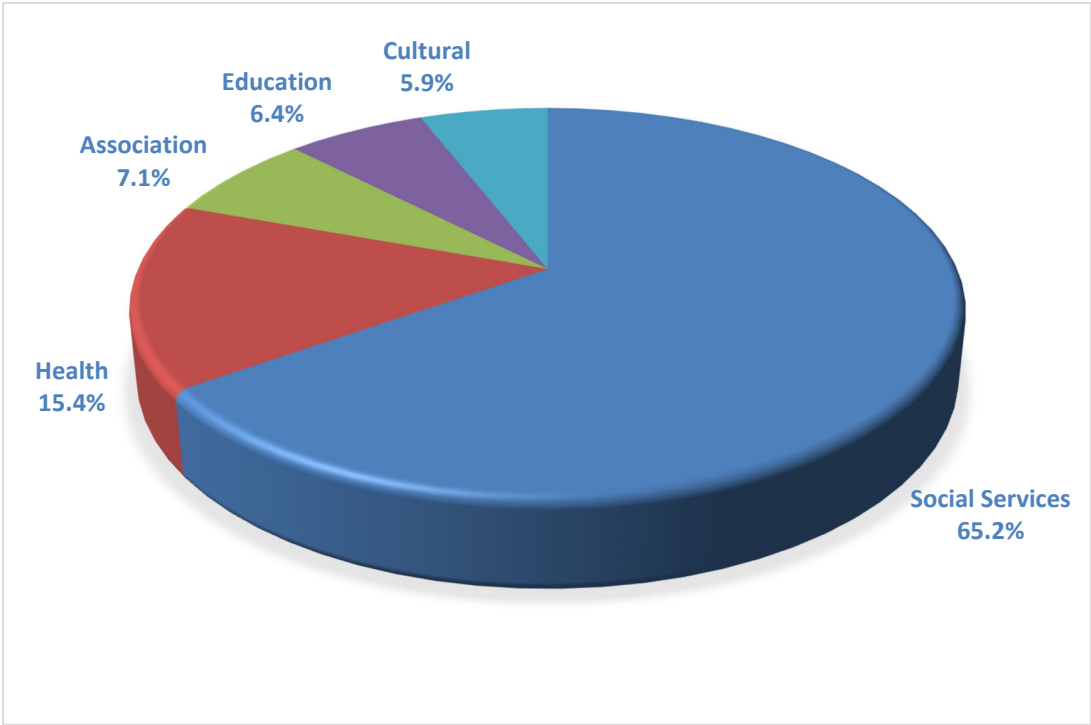
Geographic Breakdown of Survey Participants



Region	Number	Percentage
Northeast	294	29.9%
Southeast	162	16.5%
North Central	199	20.2%
Mountain/South Central	126	12.8%
Western	203	20.6%
Total	984	100.0%

Participant Demographics - continued

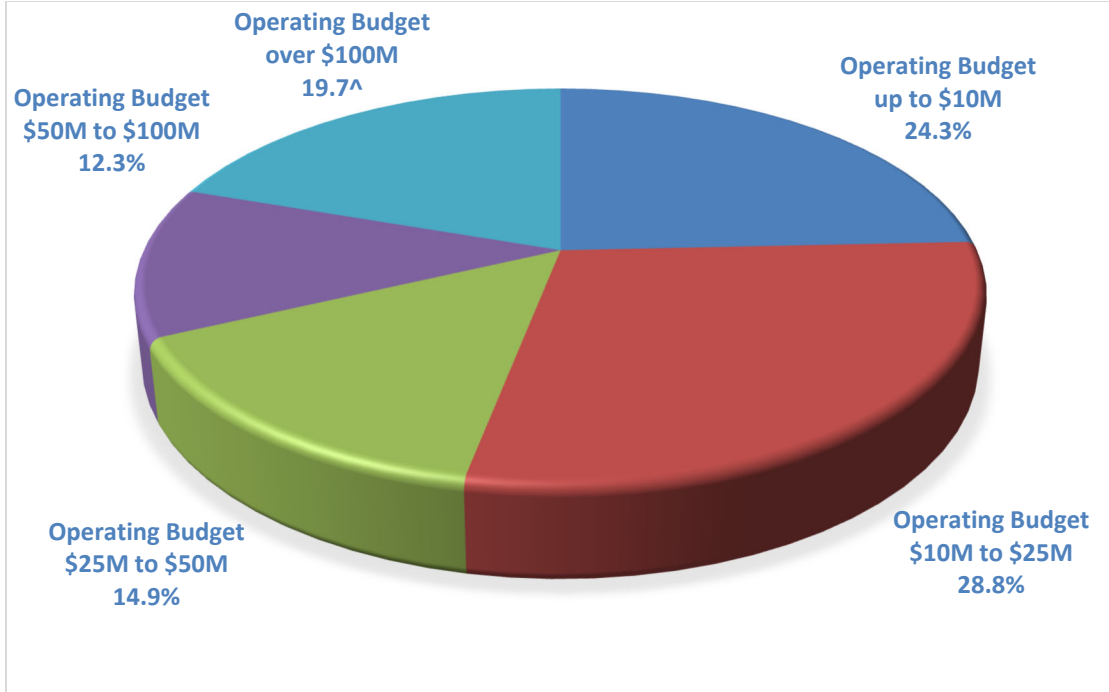
Industry Breakdown of Survey Participants



Industry	Number	Percent
Social Services	641	65.2%
Health	152	15.4%
Association	70	7.1%
Education	63	6.4%
Cultural	58	5.9%
Total	984	100.0%

Participant Demographics – continued

Size Breakdown of Survey Participants



Size	Number	Percent
Operating Budget up to \$10 Million	239	24.3%
Operating Budget \$10 Million to \$25 Million	283	28.8%
Operating Budget \$25 Million to \$50 Million	147	14.9%
Operating Budget \$50 to \$100 Million	121	12.3%
Operating Budget Over \$100 Million	194	19.7%
Total	984	100.0%

2022/2023 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	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Operating Budget (\$000,000s)	448	452	101.9	102.2	18.4	41.0	108.6
All Companies - National							
Annual Base Salary (\$000s)	448	452	224.9	224.5	162.0	204.0	269.4
Actual Bonus Paid (\$000s)	190	193	31.6	30.5	6.0	19.6	34.9
Total Compensation - All (\$000s)	448	452	238.4	237.4	166.7	211.9	280.5
Total Compensation - Bonus Paying Only (\$000's)	190	193	281.7	279.5	193.0	244.6	325.7
Northeast							
Operating Budget (\$000,000s)	145	145	96.3	96.3	20.2	47.1	117.7
Annual Base Salary (\$000s)	145	145	239.6	239.6	169.5	220.9	290.3
Actual Bonus Paid (\$000s)	50	50	29.2	29.2	8.5	22.0	38.3
Total Compensation - All (\$000s)	145	145	249.7	249.7	173.0	231.5	295.7
Southeast							
Operating Budget (\$000,000s)	68	69	110.3	109.3	18.2	37.4	131.3
Annual Base Salary (\$000s)	68	69	237.5	232.6	160.0	191.1	257.3
Actual Bonus Paid (\$000s)	34	35	51.5	45.1	6.5	25.0	34.6
Total Compensation - All (\$000s)	68	69	263.6	255.1	168.9	211.4	269.0
North Central							
Operating Budget (\$000,000s)	85	86	69.9	70.7	17.8	41.4	93.0
Annual Base Salary (\$000s)	85	86	200.6	201.5	145.1	183.4	231.5
Actual Bonus Paid (\$000s)	40	40	24.4	24.4	4.9	11.7	26.0
Total Compensation - All (\$000s)	85	86	212.0	212.9	151.1	186.0	253.3
Mountain / South Central							
Operating Budget (\$000,000s)	59	60	91.2	92.1	12.9	40.5	96.9
Annual Base Salary (\$000s)	59	60	203.7	203.7	162.1	191.2	249.3
Actual Bonus Paid (\$000s)	32	33	27.7	27.9	5.8	18.4	30.5
Total Compensation - All (\$000s)	59	60	218.9	218.8	162.2	213.9	268.1
Western							
Operating Budget (\$000,000s)	91	92	141.1	142.3	18.2	38.5	95.8
Annual Base Salary (\$000s)	91	92	228.9	229.4	166.7	214.7	276.6
Actual Bonus Paid (\$000s)	34	35	26.8	27.2	5.3	11.3	42.7
Total Compensation - All (\$000s)	91	92	239.2	239.5	169.7	218.2	289.6

Survey Match Quality Information (all companies)

of Co's Indicating Stronger Than: 13

of Co's Indicating Equal To: 435

of Co's Indicating Less Than: --

of EEs Stronger Than: 13

of EEs Equal to: 439

of EEs Less Than: --

Survey Degree Level (all companies)

of EEs Indicating BA/BS: 29

of EEs Indicating MA/MBA: 27

of EEs Indicating PhD: --

of EEs Indicating MD: --

of EEs Indicating Law: --

Data Effective: September 1, 2022

2022/2023 Not-for-Profit Compensation Survey

0080 Chief Financial Executive

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Social Services							
Operating Budget (\$000,000s)	277	279	104.3	104.7	17.6	38.1	106.6
Annual Base Salary (\$000s)	277	279	207.3	207.4	159.2	195.7	243.2
Actual Bonus Paid (\$000s)	109	111	22.1	22.2	6.0	15.8	28.8
Total Compensation - All (\$000s)	277	279	216.1	216.1	164.3	204.4	252.8
Healthcare							
Operating Budget (\$000,000s)	87	89	119.6	120.2	24.0	62.2	117.3
Annual Base Salary (\$000s)	87	89	275.2	273.4	176.0	245.8	314.3
Actual Bonus Paid (\$000s)	50	51	52.8	48.5	6.1	30.5	70.8
Total Compensation - All (\$000s)	87	89	305.4	301.3	176.0	260.2	344.3
Associations							
Operating Budget (\$000,000s)	34	34	59.6	59.6	11.7	25.8	49.7
Annual Base Salary (\$000s)	34	34	229.3	229.3	159.6	211.2	268.4
Actual Bonus Paid (\$000s)	16	16	31.3	31.3	4.3	16.3	28.4
Total Compensation - All (\$000s)	34	34	244.0	244.0	165.7	216.2	289.6
Education							
Operating Budget (\$000,000s)	27	27	106.3	106.3	24.1	123.6	138.9
Annual Base Salary (\$000s)	27	27	220.5	220.5	154.5	210.3	281.4
Actual Bonus Paid (\$000s)	8	8	36.5	36.5	15.3	25.8	57.0
Total Compensation - All (\$000s)	27	27	231.3	231.3	157.9	212.6	291.2
Cultural							
Operating Budget (\$000,000s)	23	23	61.6	61.6	14.8	37.0	84.6
Annual Base Salary (\$000s)	23	23	243.0	243.0	146.9	219.3	309.2
Actual Bonus Paid (\$000s)	7	7	21.1	21.1	1.9	10.0	32.5
Total Compensation - All (\$000s)	23	23	249.4	249.4	148.4	234.3	309.2
Operating Budget Up to \$10 Million							
Annual Base Salary (\$000s)	50	51	147.3	147.7	103.2	144.0	166.8
Actual Bonus Paid (\$000s)	14	14	10.6	10.6	4.1	5.5	12.0
Total Compensation - All (\$000s)	50	51	150.2	150.7	105.2	144.0	173.1
Operating Budget \$10 to \$25 Million							
Annual Base Salary (\$000s)	109	109	174.7	174.7	149.4	163.4	192.6
Actual Bonus Paid (\$000s)	35	35	15.7	15.7	4.6	9.5	23.2
Total Compensation - All (\$000s)	109	109	179.7	179.7	152.1	167.4	197.5
Operating Budget \$25 to \$50 Million							
Annual Base Salary (\$000s)	90	92	211.2	211.5	166.4	193.9	229.2
Actual Bonus Paid (\$000s)	38	40	24.1	24.5	5.8	15.0	25.1
Total Compensation - All (\$000s)	90	92	221.7	221.8	170.3	203.3	248.7
Operating Budget \$50 to \$100 Million							
Annual Base Salary (\$000s)	76	76	243.9	243.9	197.3	234.9	275.7
Actual Bonus Paid (\$000s)	45	45	28.4	28.4	7.7	20.0	36.1
Total Compensation - All (\$000s)	76	76	260.7	260.7	207.1	241.0	298.1
Operating Budget Over \$100 Million							
Annual Base Salary (\$000s)	123	124	299.6	297.3	229.7	285.0	341.1
Actual Bonus Paid (\$000s)	58	59	53.4	49.7	12.5	30.9	72.7
Total Compensation - All (\$000s)	123	124	325.0	320.8	230.9	292.7	369.2



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:

<i>Executive Compensation</i>	<i>Board of Directors' Compensation</i>
<i>Performance Management</i>	<i>Incentive Compensation Planning</i>
<i>Salary Administration</i>	<i>Executive Retirement Planning</i>

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.

Total Compensation Solutions 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 914-255-8725.

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