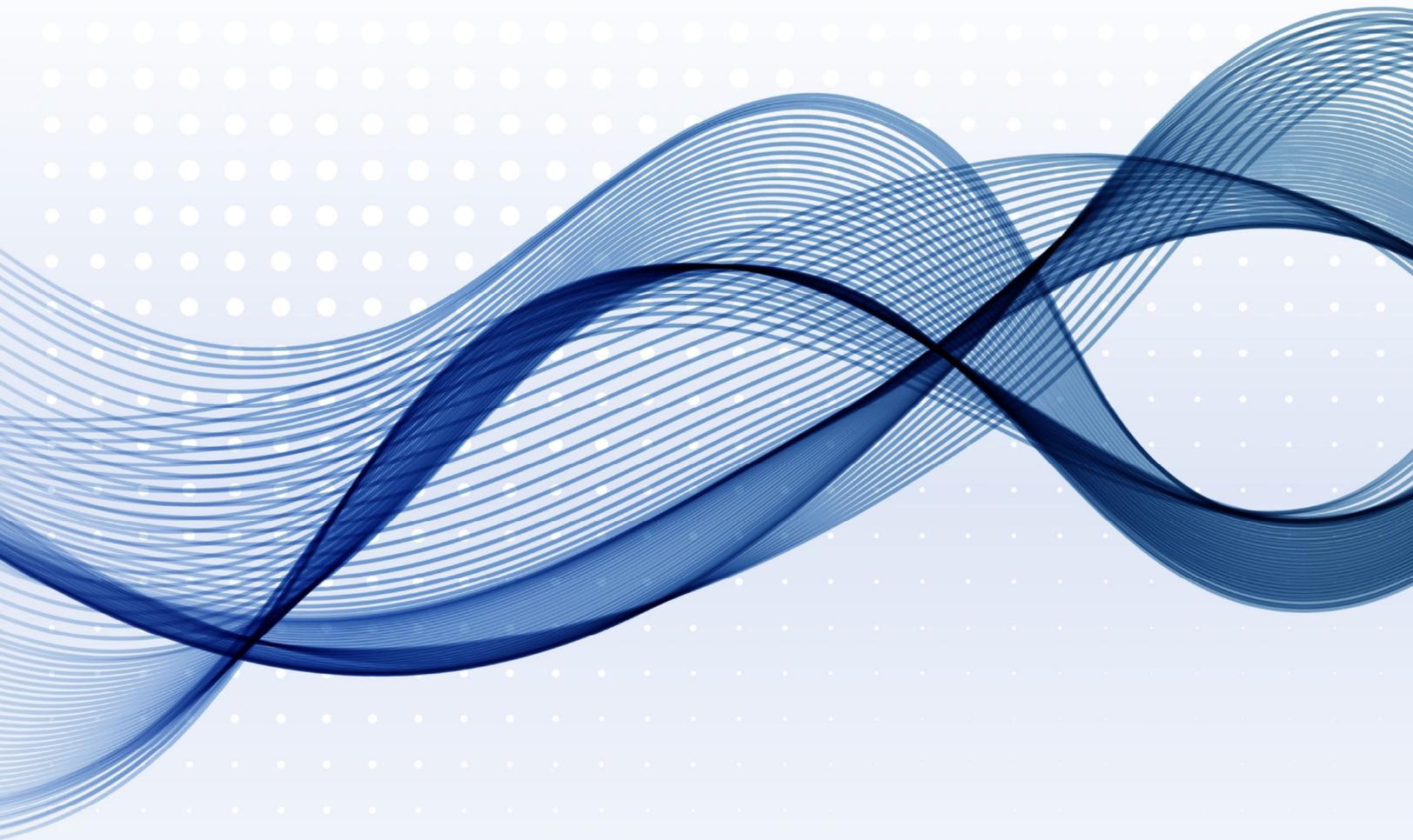


Not For Profit Compensation Survey 2025 / 2026



TCS Total Compensation Solutions
www.total-comp.com

2025 / 2026 NOT-FOR-PROFIT COMPENSATION SURVEY

**Data Effective: September 1, 2025
Data Published: February 2026**

**Number of Companies: 872
Number of Survey Positions: 80
Number of Employees Reported: 13,260**

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Introduction

Welcome to the 23rd 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 *2025/2026 Not-for-Profit Compensation Survey* gathers and reports compensation data on 80 positions found in 872 not-for-profit organizations.

TCS is pleased to publish the ***2025/2026 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 sector.

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, as well as 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.

Introduction - continued

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 responses, match quality, and consistency of pay practices while comparing all organizations' responses 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.

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

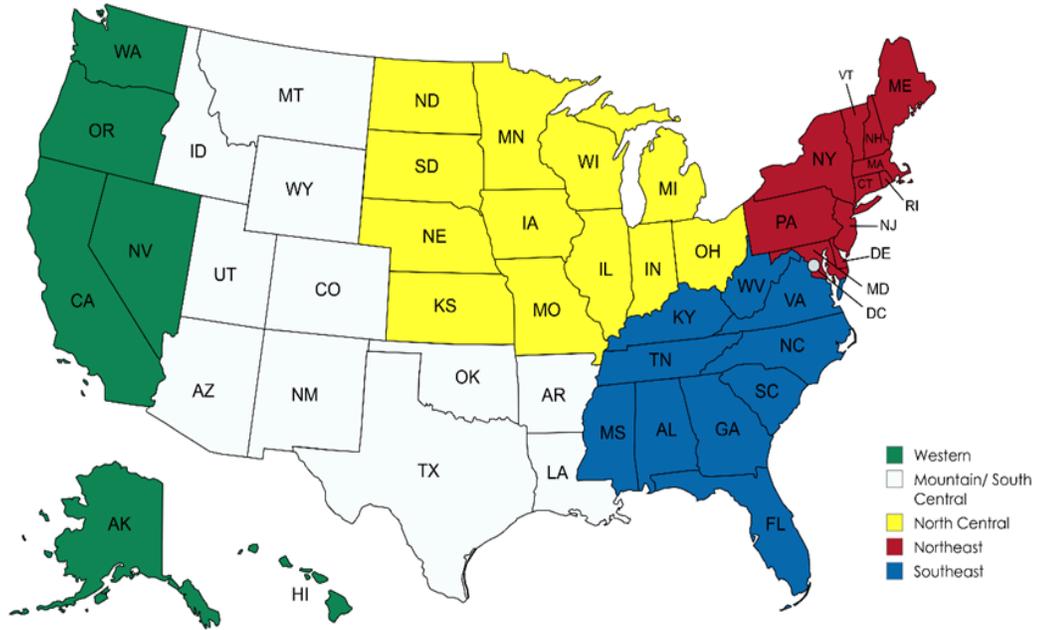
Section I	Executive Summary	Provides an introduction of the survey and its overall objective to present a primary resource on compensation practices among not-for-profits. TCS' key findings, participant demographics, and methodology are also included.
Section II	Organization Structure	Presents typical organization charts for large and small not-for-profit organizations.
Section III	Compensation Analysis	Reports compensation data effective as of September 1, 2025, for 80 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

Participant Demographics

Geographic Breakdown of Survey Participants

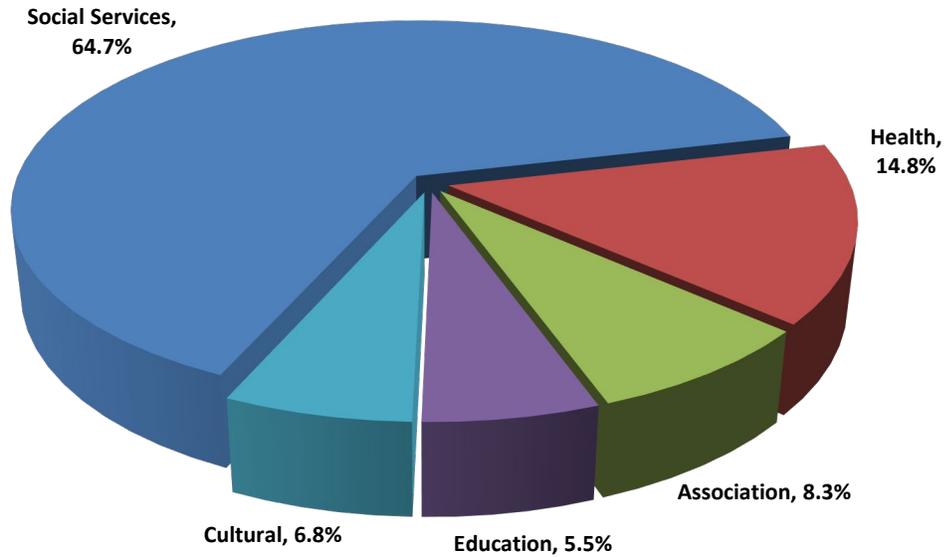


Created with mapchart.net

Region	Number	Percentage
Northeast	267	30.6%
Southeast	151	17.3%
North Central	176	20.2%
Mountain/South Central	104	11.9%
Western	174	20.0%
Total	872	100.0%

Participant Demographics - continued

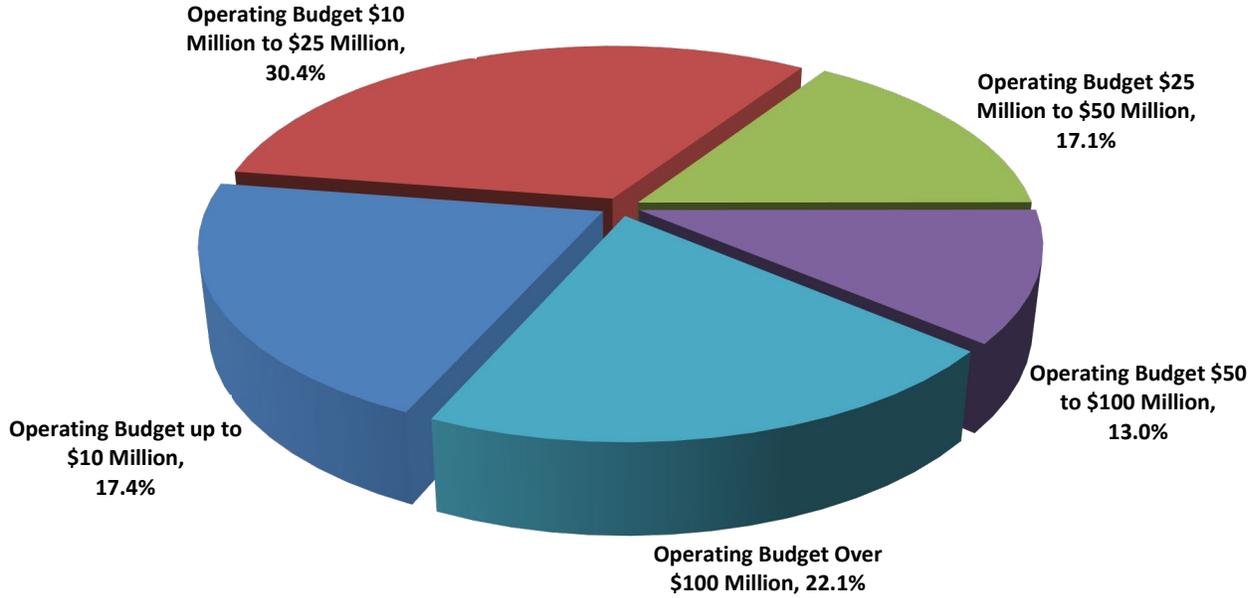
Industry Breakdown of Survey Participants



Industry	Number	Percent
Social Services	564	64.7%
Health	129	14.8%
Association	72	8.3%
Education	48	5.5%
Cultural	59	6.7%
Total	872	100.0%

Participant Demographics – continued

Size Breakdown of Survey Participants



Size	Number	Percent
Operating Budget up to \$10 Million	152	17.4%
Operating Budget \$10 Million to \$25 Million	265	30.4%
Operating Budget \$25 Million to \$50 Million	149	17.1%
Operating Budget \$50 to \$100 Million	113	13.0%
Operating Budget Over \$100 Million	193	22.1%
Total	872	100.0%

2025/2026 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)	544	544	95.8	95.8	17.4	38.8	103.1
All Companies - National							
Annual Base Salary (\$000s)	544	544	235.0	235.0	167.0	209.4	276.6
Actual Bonus Paid (\$000s)	232	232	35.9	35.9	6.7	18.8	41.4
Total Compensation - All (\$000s)	544	544	250.3	250.3	169.9	216.0	292.3
Total Compensation - Bonus Paying Only (\$000s)	232	232	294.0	294.0	184.4	249.2	347.6
Northeast							
Operating Budget (\$000,000s)	157	157	101.1	101.1	16.8	53.3	131.2
Annual Base Salary (\$000s)	157	157	253.2	253.2	183.5	238.3	301.8
Actual Bonus Paid (\$000s)	64	64	39.7	39.7	7.8	20.7	50.0
Total Compensation - All (\$000s)	157	157	269.3	269.3	184.4	242.9	317.6
Southeast							
Operating Budget (\$000,000s)	92	92	73.2	73.2	15.5	32.7	84.3
Annual Base Salary (\$000s)	92	92	222.2	222.2	156.0	196.4	245.3
Actual Bonus Paid (\$000s)	46	46	30.6	30.6	8.8	19.9	33.8
Total Compensation - All (\$000s)	92	92	237.5	237.5	159.7	201.8	265.9
North Central							
Operating Budget (\$000,000s)	112	112	89.7	89.7	21.7	42.2	113.1
Annual Base Salary (\$000s)	112	112	215.5	215.5	155.7	188.9	253.9
Actual Bonus Paid (\$000s)	51	51	39.3	39.3	7.6	18.5	50.0
Total Compensation - All (\$000s)	112	112	233.4	233.4	160.4	197.9	263.9
Mountain / South Central							
Operating Budget (\$000,000s)	73	73	90.4	90.4	15.0	30.1	83.5
Annual Base Salary (\$000s)	73	73	225.7	225.7	160.0	182.0	276.1
Actual Bonus Paid (\$000s)	36	36	34.4	34.4	7.4	13.6	43.6
Total Compensation - All (\$000s)	73	73	242.7	242.7	165.0	184.8	293.9
Western							
Operating Budget (\$000,000s)	110	110	117.0	117.0	19.6	38.3	78.0
Annual Base Salary (\$000s)	110	110	245.8	245.8	177.4	220.3	286.2
Actual Bonus Paid (\$000s)	35	35	32.3	32.3	2.6	8.7	23.8
Total Compensation - All (\$000s)	110	110	256.1	256.1	180.0	224.1	287.2

Survey Match Quality Information (all companies)

of Co's Indicating Stronger Than: 17

of Co's Indicating Equal To: 392

of Co's Indicating Less Than: 2

of EEs Stronger Than: 17

of EEs Equal to: 392

of EEs Less Than: 2

Survey Degree Level (all companies)

of EEs Indicating BA/BS: 42

of EEs Indicating MA/MBA: 45

of EEs Indicating PhD: --

of EEs Indicating MD: 2

of EEs Indicating Law: --

Data Effective: September 1, 2025

2025/2026 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)	343	343	88.8	88.8	16.9	36.9	91.1
Annual Base Salary (\$000s)	343	343	219.1	219.1	161.0	199.8	261.9
Actual Bonus Paid (\$000s)	139	139	30.4	30.4	6.3	19.4	35.0
Total Compensation - All (\$000s)	343	343	231.4	231.4	165.5	206.5	271.7
Healthcare							
Operating Budget (\$000,000s)	86	86	151.2	151.2	25.0	70.1	142.0
Annual Base Salary (\$000s)	86	86	299.3	299.3	189.5	263.0	356.3
Actual Bonus Paid (\$000s)	48	48	56.0	56.0	7.1	27.1	86.3
Total Compensation - All (\$000s)	86	86	330.6	330.6	195.7	267.5	403.9
Associations							
Operating Budget (\$000,000s)	49	49	53.8	53.8	13.6	25.7	58.9
Annual Base Salary (\$000s)	49	49	235.5	235.5	169.3	201.6	280.5
Actual Bonus Paid (\$000s)	23	23	31.7	31.7	7.1	12.0	27.4
Total Compensation - All (\$000s)	49	49	250.4	250.4	171.0	209.4	304.3
Education							
Operating Budget (\$000,000s)	30	30	129.5	129.5	43.9	109.3	159.2
Annual Base Salary (\$000s)	30	30	227.1	227.1	178.1	222.5	269.3
Actual Bonus Paid (\$000s)	11	11	27.2	27.2	8.8	20.4	38.3
Total Compensation - All (\$000s)	30	30	237.1	237.1	178.1	233.0	276.9
Cultural							
Operating Budget (\$000,000s)	36	36	59.1	59.1	18.0	27.3	70.2
Annual Base Salary (\$000s)	36	36	238.7	238.7	162.5	230.2	300.5
Actual Bonus Paid (\$000s)	11	11	35.0	35.0	8.8	12.9	50.0
Total Compensation - All (\$000s)	36	36	249.4	249.4	162.7	239.2	327.8
Operating Budget Up to \$10 Million							
Annual Base Salary (\$000s)	58	58	160.5	160.5	125.0	157.0	185.2
Actual Bonus Paid (\$000s)	19	19	12.5	12.5	4.0	8.0	12.3
Total Compensation - All (\$000s)	58	58	164.6	164.6	125.2	159.4	187.3
Operating Budget \$10 to \$25 Million							
Annual Base Salary (\$000s)	146	146	185.1	185.1	150.1	173.0	198.0
Actual Bonus Paid (\$000s)	58	58	19.9	19.9	4.1	12.2	20.7
Total Compensation - All (\$000s)	146	146	193.0	193.0	152.6	173.8	205.6
Operating Budget \$25 to \$50 Million							
Annual Base Salary (\$000s)	107	107	217.4	217.4	166.0	204.0	245.6
Actual Bonus Paid (\$000s)	42	42	28.4	28.4	6.8	16.9	33.2
Total Compensation - All (\$000s)	107	107	228.5	228.5	169.3	214.1	254.8
Operating Budget \$50 to \$100 Million							
Annual Base Salary (\$000s)	93	93	254.0	254.0	195.6	236.0	297.0
Actual Bonus Paid (\$000s)	38	38	26.7	26.7	8.0	18.1	35.0
Total Compensation - All (\$000s)	93	93	264.9	264.9	204.7	240.5	304.4
Operating Budget Over \$100 Million							
Annual Base Salary (\$000s)	140	140	318.7	318.7	247.5	296.1	370.0
Actual Bonus Paid (\$000s)	75	75	63.0	63.0	16.3	36.9	86.1
Total Compensation - All (\$000s)	140	140	352.5	352.5	260.0	311.7	410.2

2025/2026 Not-For-Profit Compensation Survey

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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