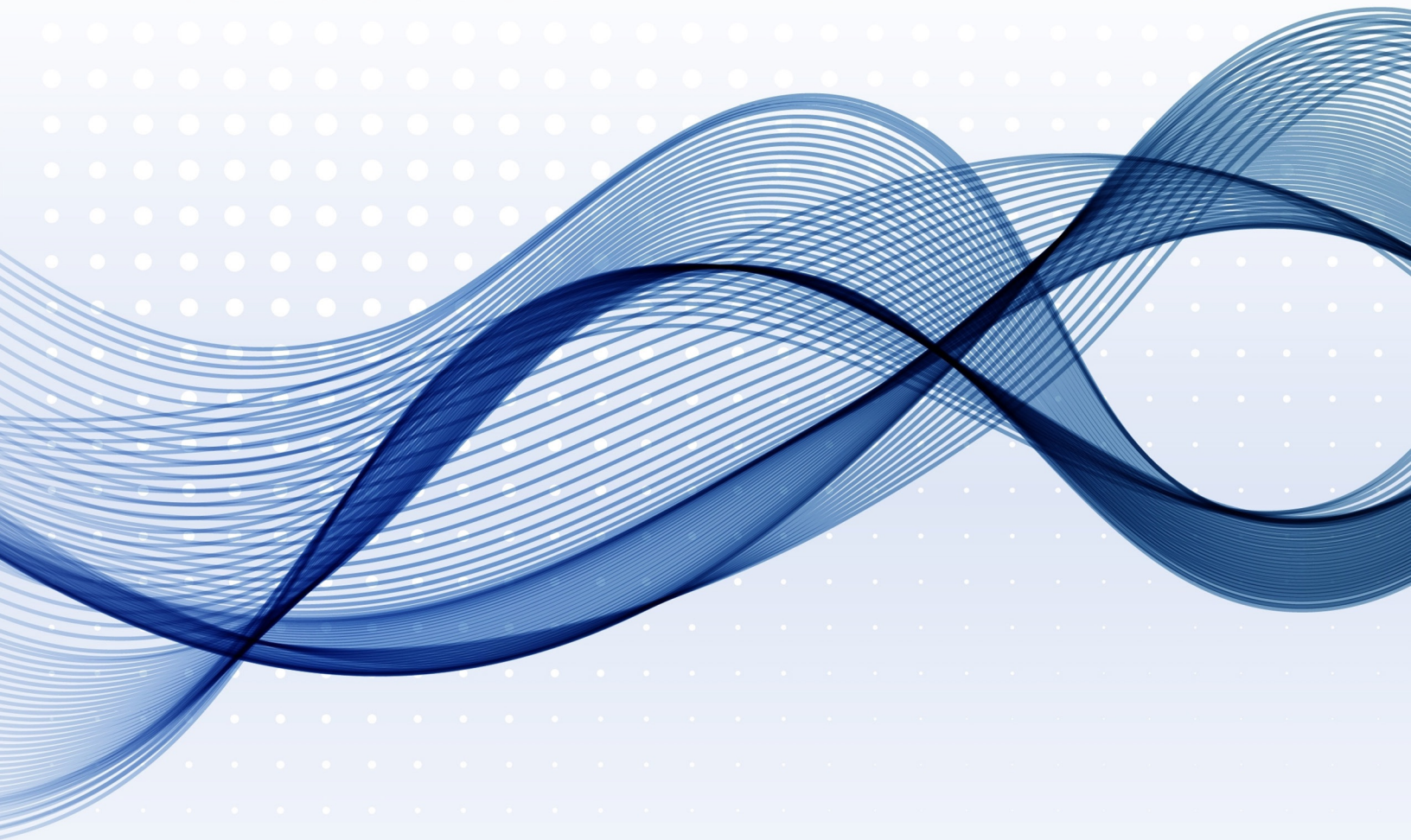


# Not For Profit Compensation Survey 2023 / 2024



**TCS** Total Compensation Solutions  
[www.total-comp.com](http://www.total-comp.com)

# **2023 / 2024 NOT-FOR-PROFIT COMPENSATION SURVEY**

**Data Effective: September 1, 2023  
Data Published: February 2024**

**Number of Companies: 940  
Number of Survey Positions: 82  
Number of Employees Reported: 10,881**

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## Introduction

Welcome to the 21st 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 *2023/2024 Not-for-Profit Compensation Survey* gathers and reports compensation data on 82 positions found in 940 not-for-profit organizations.

Since we published the *2022/2023 Not-For-Profit Compensation Survey* in February 2023, we have seen an easing of the high inflation the United States and the rest of the world had been experiencing. Though prices are still higher than before the pandemic, costs have been going down. The United States is also seeing historically low unemployment which is pushing wages up because of the competition for talent. Furthermore, we did not see a recession in 2023 even though a majority of economists had predicted one. In fact, recent news stories stated that the United States' economic recovery has been quicker and stronger than most countries around the world.

We also observed annual increases are hovering around 3.5% to 4.0%. These increases are lower than what we were seeing at the end of 2022, but they are still higher than the 3.0% we observed before COVID. Given we are near full employment, it is vital that organizations have an awareness of the competitive external market to help retain high performing employees and attract qualified job candidates.

The Federal Reserve Bank has stop increasing interest rates now that inflation has slowed down. In fact, there is a feeling in the business news that interest rates may actually be cut in 2024.

Given the near record unemployment numbers, TCS is pleased to publish the ***2023/2024 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, 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.

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.

**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 September <u>1, 2023</u> , for 82 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.

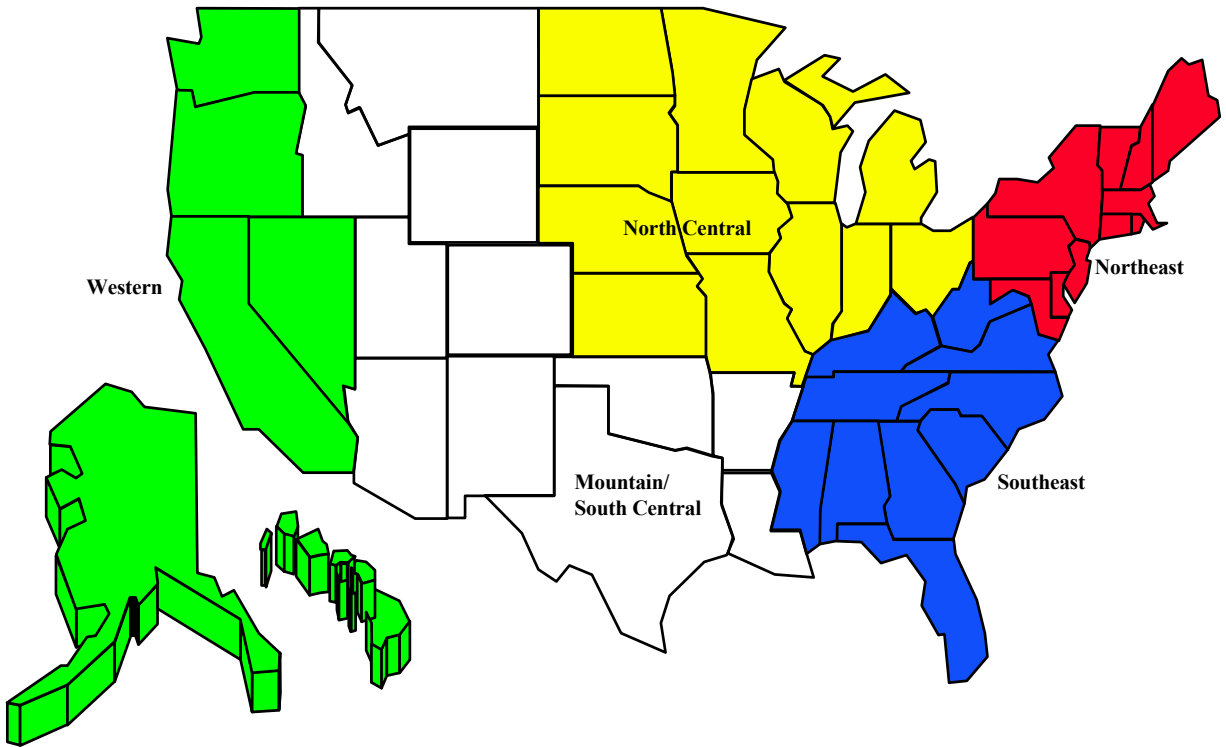
TCS is pleased to present this report on compensation and personnel policies and practices in the not-for-profit industry sector. We appreciate the work of all those organizations that provided data, feedback, interest, and support. We believe that this survey provides a timely and accurate assessment 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](mailto:tbailey@total-comp.com) or Paul Gavejian at (914) 730-7300 or via email at [pgavejian@total-comp.com](mailto:pgavejian@total-comp.com).



Participant Demographics

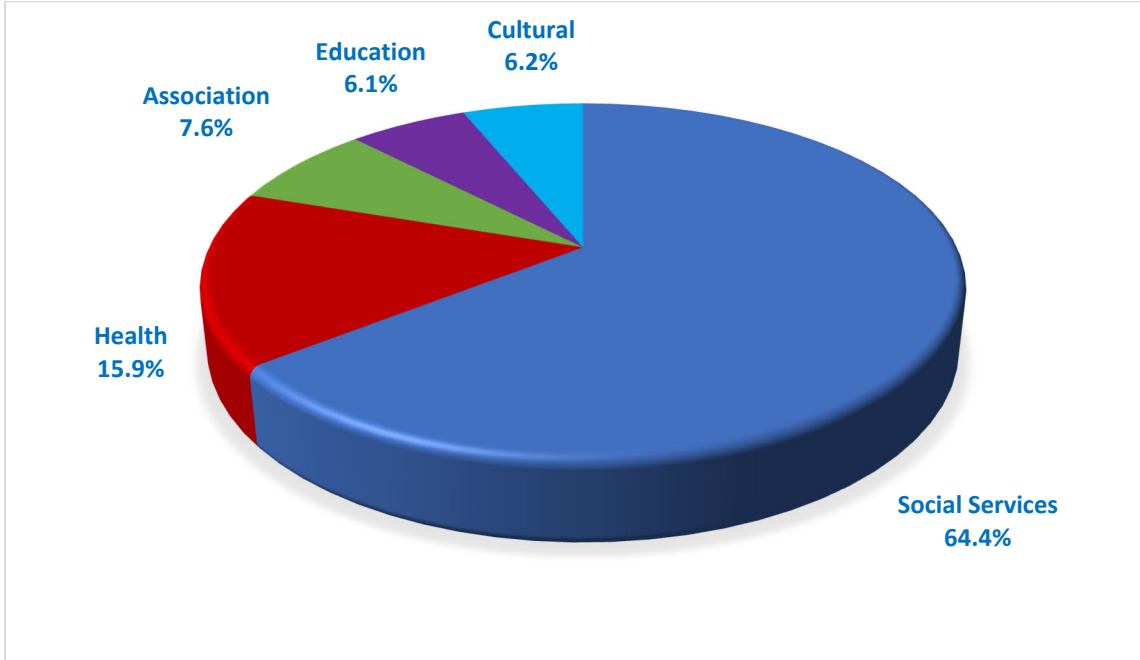
**Geographic Breakdown of Survey Participants**



Region	Number	Percentage
Northeast	279	29.7%
Southeast	156	16.6%
North Central	194	20.6%
Mountain/South Central	120	12.8%
Western	191	20.3%
<b>Total</b>	<b>940</b>	<b>100.0%</b>

**Participant Demographics - continued**

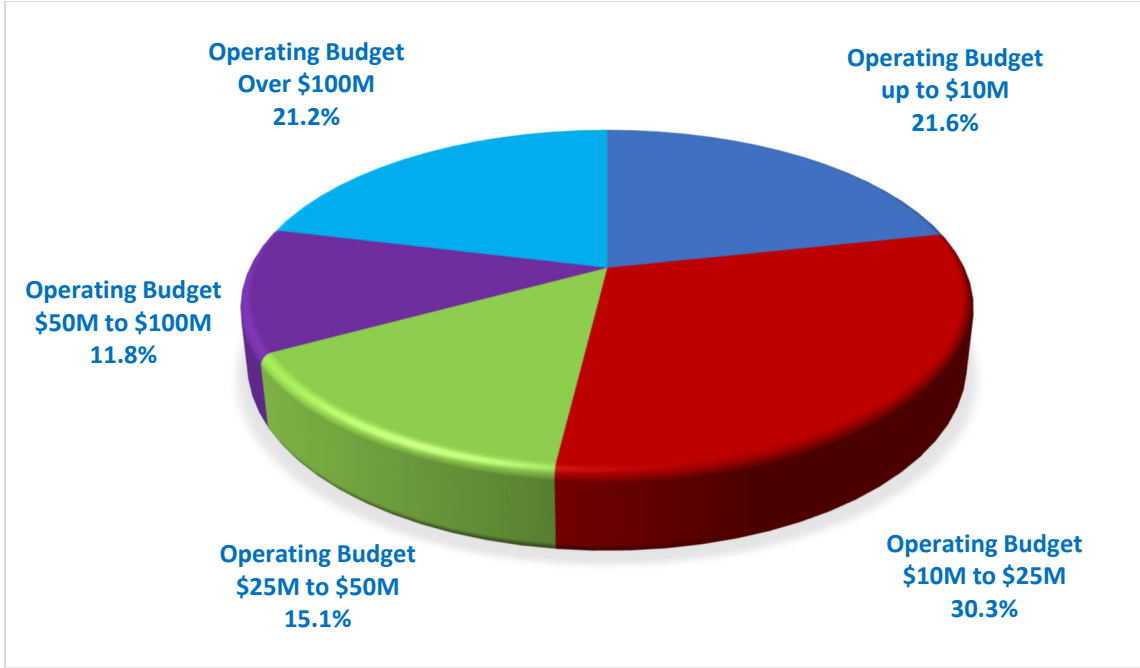
**Industry Breakdown of Survey Participants**



Industry	Number	Percent
Social Services	605	64.3%
Health	149	15.8%
Association	71	7.6%
Education	57	6.1%
Cultural	58	6.2%
<b>Total</b>	<b>940</b>	<b>100.0%</b>

**Participant Demographics – continued**

**Size Breakdown of Survey Participants**



Size	Number	Percent
Operating Budget up to \$10 Million	203	21.6%
Operating Budget \$10 Million to \$25 Million	285	30.3%
Operating Budget \$25 Million to \$50 Million	142	15.1%
Operating Budget \$50 to \$100 Million	111	11.8%
Operating Budget Over \$100 Million	199	21.2%
<b>Total</b>	<b>940</b>	<b>100.0%</b>

## 2023/2024 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	550	103.2	102.1	17.0	40.1	112.2
<b>All Companies - National</b>							
Annual Base Salary (\$000s)	544	550	220.0	219.2	160.0	195.2	261.8
Actual Bonus Paid (\$000s)	235	236	39.6	39.7	7.5	16.7	38.6
Total Compensation - All (\$000s)	544	550	237.0	236.3	163.1	204.8	275.8
Total Compensation - Bonus Paying Only (\$000s)	235	236	275.8	275.8	182.7	230.2	313.1
<b>Northeast</b>							
Operating Budget (\$000,000s)	163	166	103.2	100.9	19.5	49.7	123.5
Annual Base Salary (\$000s)	163	166	224.4	223.3	162.8	210.9	274.6
Actual Bonus Paid (\$000s)	63	64	37.0	37.2	7.9	20.0	35.9
Total Compensation - All (\$000s)	163	166	238.7	237.6	167.3	217.1	282.9
<b>Southeast</b>							
Operating Budget (\$000,000s)	81	81	116.4	116.4	18.9	36.3	108.1
Annual Base Salary (\$000s)	81	81	222.2	222.2	155.0	192.4	240.6
Actual Bonus Paid (\$000s)	44	44	44.7	44.7	8.6	21.2	38.5
Total Compensation - All (\$000s)	81	81	246.5	246.5	158.3	203.9	262.7
<b>North Central</b>							
Operating Budget (\$000,000s)	106	108	89.4	86.4	13.2	34.4	112.6
Annual Base Salary (\$000s)	106	108	211.1	208.4	151.2	181.6	245.9
Actual Bonus Paid (\$000s)	42	42	38.3	38.3	7.5	14.1	48.4
Total Compensation - All (\$000s)	106	108	226.0	223.6	156.3	186.0	269.2
<b>Mountain / South Central</b>							
Operating Budget (\$000,000s)	72	72	99.7	99.7	14.3	40.4	133.4
Annual Base Salary (\$000s)	72	72	200.3	200.3	154.8	179.5	239.2
Actual Bonus Paid (\$000s)	41	41	47.4	47.4	6.7	15.0	41.7
Total Compensation - All (\$000s)	72	72	227.3	227.3	160.0	185.0	256.6
<b>Western</b>							
Operating Budget (\$000,000s)	122	123	108.7	109.2	20.7	37.7	94.4
Annual Base Salary (\$000s)	122	123	232.1	232.2	166.7	215.6	275.4
Actual Bonus Paid (\$000s)	45	45	32.6	32.6	7.3	16.0	37.7
Total Compensation - All (\$000s)	122	123	244.0	244.2	175.0	219.6	275.4

#### Survey Match Quality Information (all companies)

# of Co's Indicating Stronger Than: 16

# of Co's Indicating Equal To: 515

# of Co's Indicating Less Than: 2

# of EEs Stronger Than: 16

# of EEs Equal to: 521

# of EEs Less Than: 2

#### Survey Degree Level (all companies)

# of EEs Indicating BA/BS: 40

# of EEs Indicating MA/MBA: 39

# of EEs Indicating PhD: --

# of EEs Indicating MD: 1

# of EEs Indicating Law: --

Data Effective: September 1, 2023

# 2023/2024 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
<b>Social Services</b>							
Operating Budget (\$000,000s)	339	345	100.7	98.8	15.0	35.5	109.0
Annual Base Salary (\$000s)	339	345	205.8	204.2	159.1	188.2	246.2
Actual Bonus Paid (\$000s)	139	140	24.0	24.0	7.4	16.0	30.2
Total Compensation - All (\$000s)	339	345	215.5	214.0	160.8	197.3	254.9
<b>Healthcare</b>							
Operating Budget (\$000,000s)	97	97	145.9	145.9	23.9	69.2	144.4
Annual Base Salary (\$000s)	97	97	276.2	276.2	167.6	233.0	333.4
Actual Bonus Paid (\$000s)	56	56	76.7	76.7	9.3	30.6	93.8
Total Compensation - All (\$000s)	97	97	320.5	320.5	172.1	265.4	365.0
<b>Associations</b>							
Operating Budget (\$000,000s)	42	42	57.5	57.5	13.8	28.2	69.3
Annual Base Salary (\$000s)	42	42	214.3	214.3	158.0	198.1	261.2
Actual Bonus Paid (\$000s)	20	20	20.7	20.7	9.0	14.6	33.5
Total Compensation - All (\$000s)	42	42	224.1	224.1	162.7	200.3	275.2
<b>Education</b>							
Operating Budget (\$000,000s)	39	39	104.6	104.6	19.3	74.6	156.0
Annual Base Salary (\$000s)	39	39	203.0	203.0	158.0	189.2	256.7
Actual Bonus Paid (\$000s)	11	11	97.6	97.6	6.8	15.0	50.0
Total Compensation - All (\$000s)	39	39	230.6	230.6	162.7	189.2	259.2
<b>Cultural</b>							
Operating Budget (\$000,000s)	27	27	51.1	51.1	20.0	29.5	95.1
Annual Base Salary (\$000s)	27	27	233.4	233.4	154.4	219.9	305.1
Actual Bonus Paid (\$000s)	9	9	23.6	23.6	6.8	16.2	40.0
Total Compensation - All (\$000s)	27	27	241.3	241.3	154.4	256.0	305.1
<b>Operating Budget Up to \$10 Million</b>							
Annual Base Salary (\$000s)	71	71	150.1	150.1	115.0	150.0	170.6
Actual Bonus Paid (\$000s)	21	21	19.1	19.1	2.6	5.0	16.3
Total Compensation - All (\$000s)	71	71	155.7	155.7	120.2	150.8	174.1
<b>Operating Budget \$10 to \$25 Million</b>							
Annual Base Salary (\$000s)	139	139	170.8	170.8	146.7	164.8	183.4
Actual Bonus Paid (\$000s)	60	60	17.4	17.4	6.7	12.4	21.5
Total Compensation - All (\$000s)	139	139	178.3	178.3	149.2	168.4	196.2
<b>Operating Budget \$25 to \$50 Million</b>							
Annual Base Salary (\$000s)	95	96	218.2	218.2	166.6	194.9	244.6
Actual Bonus Paid (\$000s)	42	42	32.5	32.5	8.5	15.6	38.5
Total Compensation - All (\$000s)	95	96	232.4	232.6	175.9	203.2	256.9
<b>Operating Budget \$50 to \$100 Million</b>							
Annual Base Salary (\$000s)	84	84	235.0	235.0	180.5	220.7	276.3
Actual Bonus Paid (\$000s)	38	38	19.9	19.9	8.7	14.9	31.6
Total Compensation - All (\$000s)	84	84	244.0	244.0	184.6	234.0	289.0
<b>Operating Budget Over \$100 Million</b>							
Annual Base Salary (\$000s)	155	160	287.1	286.2	213.3	271.5	326.2
Actual Bonus Paid (\$000s)	74	75	77.2	77.9	19.8	36.3	88.9
Total Compensation - All (\$000s)	155	160	323.3	323.4	226.5	282.1	360.9

# **TCS Total Compensation Solutions**

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](http://www.total-comp.com) or contact Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com) or 914-255-8725.

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