



# 2019

## Not-for-Profit Manager and Executive Compensation Survey Report

Survey data effective January 1, 2019

2019

NOT-FOR-PROFIT  
MANAGER AND  
EXECUTIVE  
COMPENSATION  
SURVEY REPORT

Survey data effective January 1, 2019

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**Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the state of Illinois.

# LICENSE AGREEMENT

**Modification and Entire Agreement.** SullivanCotter (and not the Licensee) shall have the right, at any time, to add to or modify the terms of this Agreement. The Licensee's continued access to or use of the Aggregated Data after the date of delivery of the notice or a click wrap agreement to such amended terms is deemed to constitute acceptance of the amendment. If the Licensee disagrees with any new or modified terms of this Agreement, the Licensee may elect to terminate this Agreement and its access to the Aggregated Data as its sole and exclusive remedy. Any failure of one party to comply with any obligation hereunder may be expressly waived in writing by the other party, but such waiver or failure to insist upon strict compliance with such obligation will not operate as a waiver of, or estoppel with respect to, any subsequent failure. This Agreement and any order form(s) constitute the entire understanding between the parties. If a court of competent jurisdiction determines that any restriction in this Agreement is overbroad or unreasonable under the circumstances, such restriction shall be modified or revised by such court to include the maximum reasonable restriction allowed by law. This Agreement supersedes any and all prior agreements, understandings or other communications between the parties concerning the subject matter of this Agreement. If any provision of this Agreement is declared to be invalid, such provision shall be severed from this Agreement and the other provisions hereof shall be in full force and effect.

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SECTION I:

# INTRODUCTION

# INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2019 *Not-for-Profit Manager and Executive Compensation Survey Report*. Survey participants submitted data from April 2019 to August 2019. Data were reported by 130 not-for-profit organizations across the United States. Cash compensation data were collected on 1,119 incumbents. The survey participants are listed in appendix A.

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SullivanCotter ensures that all organization-specific data remain strictly confidential. While individual organization names appear in the survey participant list, no correlation to an organization's data is provided.

**The data are effective as of January 1, 2019.**

**The compensation practices and benefits practices sections are only available to survey participants who completed the corresponding section of the 2019 *Not-for-Profit Manager and Executive Compensation Survey*. Survey participants who did not complete these sections receive a survey report excluding the compensation practices and benefits practices sections.**

**For more information on the full report, including how to purchase any additional sections, email the Center for Information, Analytics and Insights at [surveys@sullivancotter.com](mailto:surveys@sullivancotter.com).**

This report is organized into five sections:

**Section I** presents general information regarding this survey report.

**Section II** presents general survey participant characteristics.

**Section III** presents compensation practices, including salary increases, annual bonus or incentives and long-term incentives (LTIs).

**Section IV** presents benefits practices, including qualified defined contribution plans, qualified defined benefit plans, severance policies and perquisites.

**Section V** presents base salary and total cash compensation (TCC) for executive and management positions by revenue and organization type.

The supplemental Excel file *Not-for-Profit Manager and Executive Compensation Survey Report Data Table Results* (included as part of the survey report) is available via online download from the SullivanCotter Client Portal. For more information on how to access the file, contact the Center for Information, Analytics and Insights by email at [surveys@sullivancotter.com](mailto:surveys@sullivancotter.com).

# INTRODUCTION

The following guidelines are used in this report:

- Data that are insufficient to include in the report are noted in tables as *isd*; results that are not applicable for a certain data field are noted in tables as *n/a*. Conditions for insufficient data include the following:
  - When fewer than five organizations provided data.
  - When one organization represented more than 25% of the sample.
- In section V, data are not reported for some jobs due to an insufficient sample size.
- All compensation data are annualized and displayed in thousands unless otherwise noted.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.

Questions and comments about this survey report should be directed to the following individuals:

SECTION II:

CHARACTERISTICS  
OF SURVEY  
PARTICIPANTS

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type	
Type	Percentage
Health Plan	35%
Education	30%
Service or Charitable	13%
Association	9%
Research	7%
Foundation	6%
n = 130	

## SIZE AND SCOPE

TABLE 2.2 – Financial and Operating Measures

Financial and Operating Measures				
Measure	n	25th Percentile	Median	75th Percentile
Revenue <sup>(1)</sup>	130	\$112.5	\$204.5	\$642.2
Operating Expenses <sup>(1)</sup>	75	\$47.9	\$136.4	\$226.3
Full-Time Equivalent Employees	104	188	452	855
Health Plan Membership	52	35,706	200,000	292,852
<sup>(1)</sup> Revenue and operating expenses are displayed in millions.				

SECTION III:  
COMPENSATION  
PRACTICES

# COMPENSATION PRACTICES

## SALARY INCREASES

TABLE 3.1 – Actual and Projected Total Salary Increase Budgets as a Percentage of Payroll

Actual and Projected Total Salary Increase Budgets as a Percentage of Payroll					
Fiscal-Year Budget	n	25th Percentile	Mean	Median	75th Percentile
2019 Actual	48				
2020 Projected	47				

## ANNUAL BONUS OR INCENTIVES

TABLE 3.2 – Annual Bonus or Incentive Plan Offered

Annual Bonus or Incentive Plan Offered				
Type	n	Offer	Do Not Offer	Considering Offering
All Organizations	130			
Association	11			
Education	39			
Foundation	8			
Health Plan	46			
Research	9			
Service or Charitable	17			

TABLE 3.3 – Annual Bonus or Incentive Plan Eligibility

Annual Bonus or Incentive Plan Eligibility <sup>(1)</sup>		
Job or Level	n	Percentage
CEO	51	
Tier-One Executives	46	
Tier-Two Executives	31	
Management	20	
Other	11	

<sup>(1)</sup>Reported data only include organizations that offer an annual bonus or incentive plan.  
Note: Percentages will not add to 100% due to multiple response categories.

TABLE 3.4 – Annual Bonus or Incentive Plan Award Opportunities as a Percentage of Base Salary

Annual Bonus or Incentive Plan Award Opportunities as a Percentage of Base Salary <sup>(1)</sup>						
Job or Level	Target			Maximum		
	n Incumbents	Mean	Median	n Incumbents	Mean	Median
CEO	41			46		
Tier-One Executives	181			199		
Tier-Two Executives	48			60		
Management	34			37		

<sup>(1)</sup>Reported data only include organizations that offer an annual bonus or incentive plan.



SECTION IV:  
BENEFITS  
PRACTICES

# BENEFITS PRACTICES

## QUALIFIED DEFINED CONTRIBUTION PLANS

TABLE 4.1 – Qualified Defined Contribution Plan Sponsored

Qualified Defined Contribution Plan Sponsored	
Status	Percentage
Sponsor	
Do Not Sponsor	
Considering Sponsoring	
n = 78	

TABLE 4.2 – Types of Qualified Defined Contribution Plans Sponsored

Types of Qualified Defined Contribution Plans Sponsored <sup>(1)</sup>		
Type	n	Percentage
403(b) Plan	54	
401(k) Plan	29	
Other	20	
<sup>(1)</sup> Reported data only include organizations that sponsor a qualified defined contribution plan. Note: Percentages will not add to 100% due to multiple response categories.		

TABLE 4.3 – Maximum Employer Contributions as a Percentage of Eligible Compensation for Qualified Defined Contribution Plans

Maximum Employer Contributions as a Percentage of Eligible Compensation for Qualified Defined Contribution Plans <sup>(1)</sup>			
25th Percentile	Mean	Median	75th Percentile
n = 53 <sup>(1)</sup> Reported data only include organizations that sponsor a qualified defined contribution plan.			

## QUALIFIED DEFINED BENEFIT PLANS

TABLE 4.4 – Qualified Defined Benefit Plan Sponsored

Qualified Defined Benefit Plan Sponsored	
Status	Percentage
Sponsor	
Do Not Sponsor	
Considering Sponsoring	
n = 75	

TABLE 4.5 – 457(b) Plan Sponsored

457(b) Plan Sponsored	
Status	Percentage
Sponsor	
Do Not Sponsor	
Considering Sponsoring	
n = 74	

SECTION V:

BASE SALARY AND

TOTAL CASH

COMPENSATION

# BASE SALARY AND TOTAL CASH COMPENSATION

TABLE 5.1 – All Organizations

All Organizations											
Code	Job	n Orgs	n Incumbents	Base Salary				TCC			
				25th %ile	Mean	Median	75th %ile	25th %ile	Mean	Median	75th %ile
7000	President and Chief Executive Officer	120	120								
7003	Chief of Staff	25	25								
7005	Chief Operating Officer	42	42								
7010	Chief Medical Officer	32	34								
7015	Chief Financial Officer	91	91								
7025	Chief Administrative Officer	10	10								
7027	Chief Strategy Officer	6	6								
7029	Top Member Services Position	5	5								
7030	Chief Information Officer	53	53								
7032	Top Compliance Position	5	5								
7035	Top Innovation Executive	5	5								
7037	Top Information Security Executive	5	5								
7050	Top Program Executive	18	24								
7055	Top Human Resources Executive	61	61								
7056	Top Total Rewards Position	5	5								
7070	Top Facilities Executive	40	41								
7075	Top Legal Executive (General Counsel)	40	40								
7076	Top Government Affairs Position (Federal)	11	11								
7081	Top Communications Executive	27	27								
7082	Top Marketing Executive	37	37								
7090	Chief Development Officer	48	48								
7091	Chief Admissions and Financial Aid Officer	27	27								
7092	Chief Admissions Officer	13	13								
7093	Chief Financial Aid Officer	17	17								
7094	Chief Student Affairs (Dean)	31	31								
7095	Chief Academic Officer	37	37								
7105	Top Business Development Executive	6	6								
7113	Top Research Executive	6	6								
7118	Top Internal Audit Executive	6	6								
7126	Director, Programs	11	37								
7201	Director, Finance	12	12								
7205	Director of Information Technology	11	11								
7207	Director of Human Resources	11	13								
7209	Secretary of the College	9	9								
7218	Top Publications Position	5	5								
7317	Director of Institutional Diversity	15	15								
7318	Top Diversity Position	7	7								
7319	Head of Institutional Research	22	22								
7400	Controller	40	41								
7401	Treasurer	5	5								
7402	Assistant Controller	6	6								

APPENDIX A:

SURVEY

PARTICIPANTS

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
AllWays Health Partners	Boston	MA
Alzheimer's Association	Chicago	IL
American Board of Medical Specialties	Chicago	IL
American Health Lawyers Association	Washington	DC
American Heart Association	Dallas	TX
American Hospital Association	Chicago	IL
Amherst College	Amherst	MA
Association of American Medical Colleges	Washington	DC
AultCare	Canton	OH
Barnard College	New York	NY
Bates College	Lewiston	ME
Baylor College of Medicine	Houston	TX
Bentley University	Waltham	MA
Berklee College of Music	Boston	MA
Blue Cross Blue Shield of Vermont	Montpelier	VT
Boston Medical Center HealthNet Plan	Boston	MA
Bowdoin College	Brunswick	ME
Bryn Mawr College	Bryn Mawr	PA
Bucknell University	Lewisburg	PA
Carleton College	Northfield	MN
Catholic Health Association	St. Louis	MO
Chicago Zoological Society	Brookfield	IL
Children's Community Health Plan	Milwaukee	WI
Children's Medical Center Health Plan	Irving	TX
CHRISTUS Health Plan	Dallas	TX
Cold Spring Harbor Laboratory	Cold Spring Harbor	NY
Colgate University	Hamilton	NY
Community Care Health	Fresno	CA
Community Health Network of Connecticut	Wallingford	CT
Connecticut College	New London	CT
Connecticut Hospital Association	Wallingford	CT
Consumer Reports	Yonkers	NY
Council on Foreign Relations	New York	NY
Crossroads Rhode Island	Providence	RI
Dana-Farber Cancer Institute	Boston	MA

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Daniels Fund	Denver	CO
Davidson College	Davidson	NC
Dean Health Plan	Madison	WI
Denver Health Medical Plan	Denver	CO
DePaul University	Chicago	IL
Dogwood Health Trust	Asheville	NC
Driscoll Health Plan	Corpus Christi	TX
Elderplan	Brooklyn	NY
Feeding America	Chicago	IL
FirstCarolinaCare	Pinehurst	NC
Ford Foundation	New York	NY
Franklin & Marshall College	Lancaster	PA
GEHA	Lee's Summit	MO
Geisinger Health Plan	Danville	PA
Georgia Alliance of Community Hospitals	Tifton	GA
Goodwill Industries of Michiana	South Bend	IN
Grand Rapids Community Foundation	Grand Rapids	MI
Grinnell College	Grinnell	IA
Hamilton College	Clinton	NY
Hawai'i Pacific University	Honolulu	HI
Health Alliance Medical Plans	Urbana	IL
Health Alliance Plan of Michigan	Detroit	MI
HealthFirst	Tyler	TX
Healthy State	Asheville	NC
Hometown Health Plan	Reno	NV
Independent Health	Buffalo	NY
Indiana University Health Plans	Indianapolis	IN
International Rescue Committee	New York	NY
John S. and James L. Knight Foundation	Miami	FL
Johns Hopkins HealthCare	Glen Burnie	MD
Joint Commission Resources	Oak Brook	IL
Josiah Macy Jr. Foundation	New York	NY
Kamehameha Schools	Honolulu	HI
Lesley University	Cambridge	MA
LifeSource	Minneapolis	MN

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Macalester College	Saint Paul	MN
MASCO	Boston	MA
Massachusetts Health and Hospital Association	Burlington	MA
Memorial Hermann Health Plan	Houston	TX
Miami Children's Health Plan	Miami	FL
Middlebury College	Middlebury	VT
Mount Holyoke College	South Hadley	MA
Nascentia Health	Syracuse	NY
National Safety Council	Itasca	IL
New Visions for Public Schools	New York	NY
New York Genome Center	New York	NY
OhioHealth Group	Columbus	OH
OhioHealthy	Columbus	OH
Olin College of Engineering	Needham	MA
Paramount	Maumee	OH
Piedmont Community Health Plan	Lynchburg	VA
Point Park University	Pittsburgh	PA
Pomona College	Claremont	CA
Premier Health Plan	Dayton	OH
Presbyterian Health Plan	Albuquerque	NM
Priority Health	Grand Rapids	MI
Providence Health Plan	Portland	OR
QualChoice	Little Rock	AR
RiverSpring Health Plans	Bronx	NY
Samaritan Health Plans	Corvallis	OR
Sanford Health Plan	Sioux Falls	SD
Sarah Lawrence College	Bronxville	NY
Scott & White Health Plan	Temple	TX
Smith College	Northampton	MA
South Carolina Youth Advocate Program	Columbia	SC
Southwest Research Institute	San Antonio	TX
SummaCare	Akron	OH
Sutter Health Plus	Sacramento	CA
Swarthmore College	Swarthmore	PA
Texas Children's Health Plan	Houston	TX



# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
The Broad Institute of MIT and Harvard	Cambridge	MA
The California Wellness Foundation	Woodland Hills	CA
The Harry and Jeanette Weinberg Foundation	Owings Mills	MD
The Health Plan of the Upper Ohio Valley	St. Clairsville	OH
The Joint Commission	Oakbrook Terrace	IL
The William and Flora Hewlett Foundation	Menlo Park	CA
Trinity College	Hartford	CT
Trinity University	San Antonio	TX
UCare	Minneapolis	MN
University of Michigan	Ann Arbor	MI
University of Minnesota Foundation	Minneapolis	MN
UPMC Health Plan	Pittsburgh	PA
Van Andel Institute	Grand Rapids	MI
Vassar College	Poughkeepsie	NY
Virginia Premier	Richmond	VA
Washington and Lee University	Lexington	VA
Wellesley College	Wellesley	MA
Wesleyan University	Middletown	CT
Westchester Institute for Human Development	Valhalla	NY
Whitehead Institute for Biomedical Research	Cambridge	MA
Widener University	Chester	PA
Williams College	Williamstown	MA
Wisconsin Alumni Research Foundation	Madison	WI
W.K. Kellogg Foundation	Battle Creek	MI
YMCA of the USA	Chicago	IL

APPENDIX B:

JOB LIST AND  
SUMMARIES

# JOB LIST AND SUMMARIES

## EXECUTIVE

- 7000 President and Chief Executive Officer
- 7003 Chief of Staff
- 7005 Chief Operating Officer
- 7010 Chief Medical Officer
- 7015 Chief Financial Officer
- 7025 Chief Administrative Officer
- 7027 Chief Strategy Officer
- 7035 Top Innovation Executive
- 7050 Top Program Executive
- 7055 Top Human Resources Executive
- 7090 Chief Development Officer

## MEMBERSHIP

- 7029 Top Member Services Position

## INFORMATION SERVICES

- 7030 Chief Information Officer
- 7037 Top Information Security Executive
- 7205 Director of Information Technology

## LEGAL SERVICES AND COMPLIANCE

- 7032 Top Compliance Position
- 7075 Top Legal Executive (General Counsel)
- 7076 Top Government Affairs Position (Federal)
- 7490 Deputy General Counsel
- 7492 Director of Government Relations

## HUMAN RESOURCES

- 7056 Top Total Rewards Position
- 7207 Director of Human Resources
- 7318 Top Diversity Position

# JOB LIST AND SUMMARIES

## FACILITIES

7070 Top Facilities Executive

## MARKETING AND COMMUNICATIONS

7081 Top Communications Executive

7082 Top Marketing Executive

7218 Top Publications Position

7820 Director of Public Relations

## HIGHER EDUCATION

7091 Chief Admissions and Financial Aid Officer

7092 Chief Admissions Officer

7093 Chief Financial Aid Officer

7094 Chief Student Affairs (Dean)

7095 Chief Academic Officer

7209 Secretary of the College

7317 Director of Institutional Diversity

7319 Head of Institutional Research

7811 Director of the Art Museum

## STRATEGY AND PLANNING

7105 Top Business Development Executive

## RESEARCH

7113 Top Research Executive

7347 Director, Research Program

## FINANCE

7118 Top Internal Audit Executive

7201 Director, Finance

7400 Controller

7401 Treasurer

# JOB LIST AND SUMMARIES

## **FINANCE** *continued*

7402 Assistant Controller

## **PROGRAM**

7126 Director, Programs

## **QUALITY AND UTILIZATION MANAGEMENT**

7132 Top Process/Performance Improvement Executive

## **RESOURCE DEVELOPMENT**

7211 Director, Individual Giving

7480 Director, Major Gifts

7485 Director, Annual Giving

## **HEALTH PLANS**

7253 Subsidiary Business Unit Executive

7254 Geographic/Regional Business Unit Executive

7580 Head of Provider Network Contracting

## **OPERATIONS**

7258 Director, Operations

APPENDIX C:

TERMS AND

DEFINITIONS

APPENDIX D:

ABOUT

SULLIVANCOTTER

## ABOUT SULLIVANCOTTER

SullivanCotter partners with health care and other not-for-profit organizations to drive performance and improve outcomes through the development and implementation of integrated workforce strategies. Using our time-tested methodologies and industry-leading research and information, we provide data-driven insights and expertise to help organizations align business strategy and performance objectives – enabling our clients to deliver on their mission, vision and values.

For more information, visit [www.sullivancotter.com](http://www.sullivancotter.com) or call 888.739.7039.

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