



2020

Endowment and Foundation Investment Staff Compensation Survey Report

Survey data effective January 1, 2020

2020

ENDOWMENT AND
FOUNDATION
INVESTMENT STAFF
COMPENSATION
SURVEY REPORT

Survey data effective January 1, 2020

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SECTION I:

INTRODUCTION

INTRODUCTION

SullivanCotter, Inc. (SullivanCotter) is pleased to present the 2020 *Endowment and Foundation Investment Staff Compensation Survey Report*, now in its seventh edition. Survey participants submitted data from January 2020 to February 2020. Data were submitted by 52 colleges and universities, private foundations and other not-for-profit organizations across the United States. Compensation data reflect 344 incumbents. The survey participants are listed in section II.

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, 2020.

The trends and design practices section is only available to survey participants who completed the corresponding section of the 2020 *Endowment and Foundation Investment Staff Compensation Survey*. Survey participants who did not complete this section receive a survey report excluding the trends and design practices section.

For more information on the full report, including how to purchase any additional sections, contact the Center for Information, Analytics and Insights at surveys@sullivancotter.com.

This report is organized into four sections:

Section I presents general information regarding this survey report.

Section II lists the survey participants and presents general survey participant characteristics.

Section III presents trends and design practices.

Section IV presents total cash compensation (TCC) for positions by organization type and asset category as well as incumbent characteristics such as assets under management, years of related experience, years in current position, the percentage of incumbents with a chartered financial analyst (CFA) designation and the percentage of incumbents in a position that is incentive eligible.

The supplemental Excel file *Endowment and Foundation Investment Staff 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.

INTRODUCTION

The following guidelines are used in this report:

- Data that are insufficient to include in the report are noted in tables as *isd*. Conditions for insufficient data include the following:
 - When fewer than five organizations provided data.
 - For the 90th percentile, when data were provided for fewer than 10 incumbents.
 - When one organization represented more than 25% of the sample.
- All compensation data are annualized and displayed in thousands unless otherwise noted.
- In section IV, n denotes the number of incumbents included for the reported statistic.
- 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

SURVEY PARTICIPANTS

SURVEY PARTICIPANTS

COLLEGE AND UNIVERSITY ENDOWMENTS

Amherst College
Baylor College of Medicine
Baylor University
Bowdoin College
Brandeis University
Bucknell University
California Institute of Technology
Carleton College
Colby College
Davidson College
Emory University
Grinnell College
Hamilton College
Macalester College
New York University
Northwestern University
Pomona College
Swarthmore College
University of Minnesota
University of Wisconsin Foundation
Wellesley College
Wesleyan University
Williams College

PRIVATE FOUNDATIONS

Casey Family Programs
Conrad N. Hilton Foundation
Ewing Marion Kauffman Foundation
Ford Foundation
J. Paul Getty Trust
Margaret A. Cargill Philanthropies
The Andrew W. Mellon Foundation
The Harry and Jeanette Weinberg Foundation
The James Irvine Foundation
The Kresge Foundation
The William and Flora Hewlett Foundation
W.K. Kellogg Foundation

OTHER NOT-FOR-PROFIT ORGANIZATIONS

Ascension Investment Management
Children's Health System of Texas
Cook Children's Health Care System
Howard Hughes Medical Institute
Inova Health System
Kamehameha Schools
Mayo Clinic
Memorial Sloan Kettering Cancer Center
Mount Sinai Health System
NewYork-Presbyterian
Partners HealthCare
Texas Children's Hospital
The Children's Hospital of Philadelphia
The Queen's Health Systems
UPMC
Van Andel Institute
Wisconsin Alumni Research Foundation

CHARACTERISTICS

CHARACTERISTICS

ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type	
Type	Percentage
College or University Endowment	44%
Other Not-for-Profit Organization	33%
Private Foundation	23%
n = 52	

ASSETS UNDER MANAGEMENT

TABLE 2.2 – Organization Distribution by Assets Under Management

Organization Distribution by Assets Under Management	
Asset Category	Percentage
\$6 Billion and Over	29%
\$3 Billion to \$7 Billion	19%
\$1 Billion to \$4 Billion	50%
\$1.5 Billion and Under	21%
n = 52	

TABLE 2.3 – Total Assets Under Management

Total Assets Under Management ⁽¹⁾			
Segment	n	Mean	Median
By Organization Type			
All Organizations	52	\$5.4	\$2.8
College and University Endowments	23	\$2.5	\$1.7
Private Foundations	12	\$6.2	\$6.7
Other Not-for-Profit Organizations	17	\$8.8	\$3.9
By Asset Category			
\$6 Billion and Over	15	\$13.2	\$10.9
\$3 Billion to \$7 Billion	10	\$4.6	\$4.2
\$1 Billion to \$4 Billion	26	\$2.4	\$2.4
\$1.5 Billion and Under	11	\$0.9	\$0.9
⁽¹⁾ Assets under management are displayed in billions.			

TABLE 2.4 – Mean Percentage of Assets Allocated to Traditional and Alternative Investments

Mean Percentage of Assets Allocated to Traditional and Alternative Investments	
Investment Type	Percentage
Traditional Investments ⁽¹⁾	50%
Alternative Investments ⁽²⁾	50%
n = 39	
⁽¹⁾ Traditional investments are investable assets characterized by high correlation to market indices and high liquidity such as stocks, bonds and cash.	
⁽²⁾ Alternative investments are investable assets characterized by low correlation to market indices and reduced liquidity such as private equity, hedge funds and investments that cannot be accessed through traditional fixed income and equity markets.	

CHARACTERISTICS

STAFFING

TABLE 2.5 – Mean Number of Investment Office Staff

Mean Number of Investment Office Staff					
Segment	n	Investment Staff	Operations Staff	Total Staff	Operations-to-Investment-Staff Ratio
By Organization Type					
All Organizations	41				
College and University Endowments	13				
Private Foundations	12				
Other Not-for-Profit Organizations	16				
By Asset Category					
\$6 Billion and Over	15				
\$3 Billion to \$7 Billion	9				
\$1 Billion to \$4 Billion	20				
\$1.5 Billion and Under	5				

SECTION III:

TRENDS AND

DESIGN PRACTICES

TRENDS AND DESIGN PRACTICES

BASE SALARY TRENDS

TABLE 3.1 – Year-Over-Year Increase in Base Salary

Year-Over-Year Increase in Base Salary ⁽¹⁾					
Position	n Incumbents	25th Percentile	Mean	Median	75th Percentile
All Positions	246				
Chief Investment Officer	38				
Managing Director	56				
Investment Director	44				
Investment Manager	23				
Investment Associate	17				
Investment Analyst	20				
Managing Director/Director, Investment Operations	13				
Investment Operations Manager	14				
Investment Operations Analyst	21				

⁽¹⁾The percentage increase was calculated at an incumbent level for individuals in the same position year over year and includes those incumbents who did not receive a base salary increase.

TABLE 3.2 – Increase in Base Salary as a Result of Promotional Increase

Increase in Base Salary as a Result of Promotional Increase	
Mean	Median
n Incumbents = 31	

SECTION IV:

TOTAL CASH

COMPENSATION BY

POSITION

TOTAL CASH COMPENSATION BY POSITION

CHIEF INVESTMENT OFFICER

TABLE 4.1 – Chief Investment Officer – Incumbent Characteristics by Organization Type

Chief Investment Officer – Incumbent Characteristics by Organization Type										
Organization Type	Assets Under Management ⁽¹⁾		Years of Related Experience		Years in Current Position		With CFA Designation		Incentive Eligible	
	n	Median	n	Median	n	Median	n	% With	n	% Eligible
All Organizations	50		43		40		32		45	
Private Foundations	13		12		13		9		12	
College and University Endowments	21		19		12		11		17	
Other Not-for-Profit Organizations	16		12		15		12		16	

⁽¹⁾Assets under management are displayed in billions.

TABLE 4.2 – Chief Investment Officer – TCC by Organization Type

Chief Investment Officer – TCC by Organization Type						
Compensation	n Orgs	n Incumbents	25th Percentile	Median	75th Percentile	90th Percentile
All Organizations						
Base Salary	48	50				
Target Incentive as a Percentage of Base Salary	35	37				
Maximum Incentive as a Percentage of Base Salary	35	37				
Actual TCC	35	36				
Target TCC	35	37				
Maximum TCC	35	37				
Private Foundations						
Base Salary	12	13				
Target Incentive as a Percentage of Base Salary	10	11				
Maximum Incentive as a Percentage of Base Salary	11	12				
Actual TCC	9	9				isd
Target TCC	10	11				
Maximum TCC	11	12				
College and University Endowments						
Base Salary	21	21				
Target Incentive as a Percentage of Base Salary	10	10				
Maximum Incentive as a Percentage of Base Salary	10	10				
Actual TCC	14	14				
Target TCC	10	10				
Maximum TCC	10	10				
Other Not-for-Profit Organizations						
Base Salary	15	16				
Target Incentive as a Percentage of Base Salary	15	16				
Maximum Incentive as a Percentage of Base Salary	14	15				
Actual TCC	12	13				
Target TCC	15	16				
Maximum TCC	14	15				

APPENDIX A:

POSITION LIST AND SUMMARIES

POSITION LIST AND SUMMARIES

INVESTMENT POSITIONS

- 7026 Chief Investment Officer
- 7073 Managing Director
- 7074 Investment Director
- 7106 Investment Manager
- 7107 Investment Associate
- 7108 Investment Analyst
- 7109 Managing Director/Director, Investment Operations
- 7265 Investment Operations Manager
- 7266 Investment Operations Analyst

APPENDIX B:

TERMS AND

DEFINITIONS

APPENDIX C:

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 or call 888.739.7039.

SullivanCotter has offices in Atlanta, Boston, Chicago, Denver, Detroit, Eau Claire, Minneapolis, New York, Parsippany, Philadelphia, Pittsburgh and San Francisco.