

Urban Institute's CEO Compensation Appraisal Tool Results

```
#get results
results <- HEOM_with_weights(org, search, dat.filtered)

#getting weighted average
d_i <- results$dist
sum_w <- sum(1 - d_i)
w_i <- (1-d_i) / sum_w
#sum(w_i) = 1

weighted.average <- sum(w_i * results$CEOCCompensation)

#getting the pay range
dat.model <- results

#make everything factors
dat.model$FormYr <- as.factor(dat.model$FormYr )
dat.model$MajorGroup <- as.factor(dat.model$MajorGroup)
dat.model$UNIV <- as.factor(dat.model$UNIV )
dat.model$HOSP <- as.factor(dat.model$HOSP )
dat.model$State <- as.factor(dat.model$State)
dat.model$Loc <- as.factor(dat.model$LocationType )

#only use complete data
dat.model <- na.omit(dat.model)

form <- "CEOCCompensation ~ FormYr + log(TotalAssests+1, 10) + log(GrossReceipts + 1, 10) + log(TotalExp"

#if there is more than one major group, add it
if(length(unique(search$MajorGroup)) > 1){
  form <- paste(form, " + MajorGroup")
}

#if there is more than one state, add it
if(length(unique(search$State)) > 1){
  form <- paste(form, " + State")
}

#if we are considering Universities and non-Universities, include UNIV
if(search$UNIV == 2){
  form <- paste(form, " + UNIV")
}

#if we are considering hospitals and non-hospitals, include HOSP
if(search$HOSP == 2){
```

```

form <- paste(form, " + HOSP")
}

#if we are considering both Rural and Metro
if(length(unique(search$Loc)) > 1){
  form <- paste(form, " + Loc")
}

#if both male and female in the results set
if(all( c("F", "M") %in% unique(results$Gender))){
  #filter out unknown gender
  dat.model <- dat.model%>%
    filter(Gender != "U")
  #update form
  form <- paste(form, " + Gender")
}

#add location and gender

form <- stats::formula(form)
mod <- lm(form , data = dat.model )

#get residuals as a percentage of their original value
resids <- mod$residuals
per <- resids / dat.model$CEOCCompensation / 100
quants <- quantile(per, c(0.10, 0.90)) #get rid of the bonus years

suggested.range<- weighted.average + weighted.average * quants

pay.min <- dollarize(suggested.range[1])
pay.max <- dollarize(suggested.range[2])

# other characteristics we need
n <- dim(dat.filtered)[1]

tab.major.group <- table(dat.filtered$MajorGroup)
tab.ntee <- table(dat.filtered$NTEE)

```

Suggested Pay

Your suggested CEO total pay range is **\$214,363 - \$218,675**.

Your Inputs

Here we list the inputs that you provided.

Table 1: Your Organization Inputs

| Attribute | Input |
|--------------------------|--------------|
| State | MN |
| City Type | Metropolitan |
| Broad Category | Health |
| Major Group | Health Care |
| Speciality Organization? | NA |
| Hospital? | No |
| University? | No |
| Total Expenses | \$1,703,303 |
| Total Employees | 10 |

Table 2: Your Search Criteria

| Attribute | Search Criteria | Hard or Soft Filtering |
|--------------------------|--------------------|------------------------|
| State | VA; DC; MD | Soft |
| City Type | Metropolitan | Soft |
| Broad Category | Education | Soft |
| Major Group | Education | Soft |
| Speciality Organization? | Regular nonprofit | Soft |
| Hospital? | Yes | N/A |
| University? | Yes | N/A |
| Total Expenses | \$1e+06 to \$6e+06 | Soft |
| Total Employees | 0 to 100 | Soft |

Characteristics of Your Comparison Set

There were **11962** other non-profits in your comparison set.

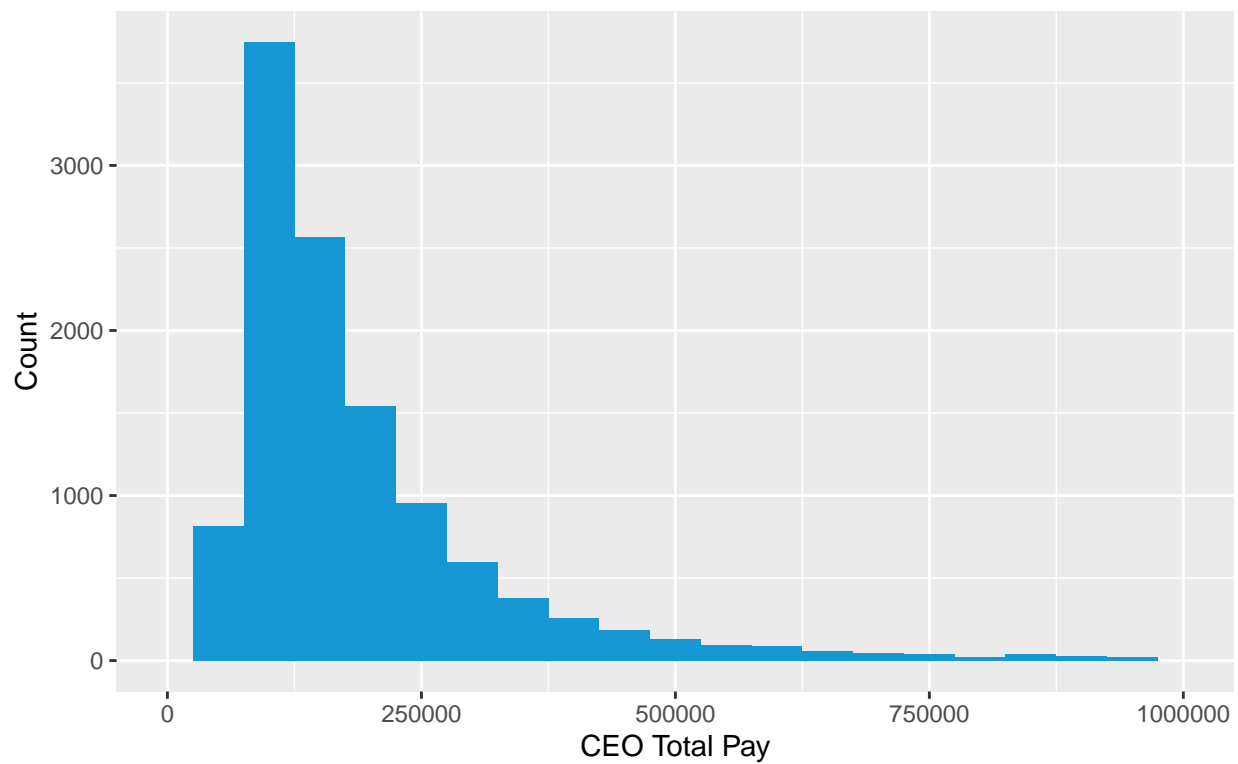
Table 3: Nonprofits in Comparison Set by Broad Category

| Broad Category | Count | Percentage |
|--------------------------------|-------|------------|
| Arts, Culture, and Humanities | 867 | 0.07 |
| Education | 1480 | 0.12 |
| Environment and Animals | 458 | 0.04 |
| Health | 2337 | 0.20 |
| Human Services | 4766 | 0.40 |
| International, Foreign Affairs | 192 | 0.02 |
| Public, Societal Benefit | 1544 | 0.13 |
| Religion Related | 284 | 0.02 |
| Mutual/Membership Benefit | 23 | 0.00 |
| Unknown/Unclassified | 11 | 0.00 |

Table 4: Nonprofits in Comparison Set by Major Group

| Major Group | Count | Percentage |
|---|-------|------------|
| Arts, Culture, and Humanities | 867 | 0.07 |
| Education | 1480 | 0.12 |
| Environment | 319 | 0.03 |
| Animals | 139 | 0.01 |
| Health Care | 1305 | 0.11 |
| Mental Health & Crisis Intervention | 627 | 0.05 |
| Voluntary Health Associations & Medical Disciplines | 321 | 0.03 |
| Medical Research | 84 | 0.01 |
| Crime & Legal-Related | 310 | 0.03 |
| Employment | 311 | 0.03 |
| Food, Agriculture & Nutrition | 147 | 0.01 |
| Housing & Shelter | 950 | 0.08 |
| Public Safety, Disaster Preparedness & Relief | 37 | 0.00 |
| Recreation & Sports | 279 | 0.02 |
| Youth Development | 313 | 0.03 |
| Human Services | 2419 | 0.20 |
| International, Foreign Affairs & National Security | 192 | 0.02 |
| Civil Rights, Social Action & Advocacy | 135 | 0.01 |
| Community Improvement & Capacity Building | 594 | 0.05 |
| Philanthropy, Voluntarism & Grantmaking Foundations | 512 | 0.04 |
| Science & Technology | 85 | 0.01 |
| Social Science | 35 | 0.00 |
| Public & Societal Benefit | 183 | 0.02 |
| Religion Related | 284 | 0.02 |
| Mutual & Membership Benefit | 23 | 0.00 |
| Unknown, Unclassified | 11 | 0.00 |

Histogram of CEO Pay in Your Comparison Set



Note, there were 9127 nonprofits who paid there CEO more than \$1,000,000 that are not displayed on this plot.