Urban Institute's CEO Compensation Appraisal Tool Results

```r
#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$CEOCompensation)

#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 <- "CEOCompensation ~ FormYr + log(TotalAssests+1, 10) + log(GrossReceipts + 1, 10) + log(TotalExpe

#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){
```

```r
    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$residuals
per <- resids / dat.model$CEOCompensation / 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 **$220,987 - $225,432**.

Your Inputs

Here we list the inputs that you provided.

Table 1: Your Orginization Inputs

Attribute	Input
State	NY
City Type	Metropolitan
Broad Category	Health
Major Group	Health Care
Specality Orginization?	NA
Hospital?	Yes
University?	No
Total Expenses	$59,517,721
Total Employees	670

Table 2: Your Search Criteria

Attribute	Search Critera	Hard or Soft Filtering
State	VA; DC; MD	Soft
City Type	Metropolitan	Soft
Broad Category	Education	Soft
Major Group	Education	Soft
Specality Orginization?	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

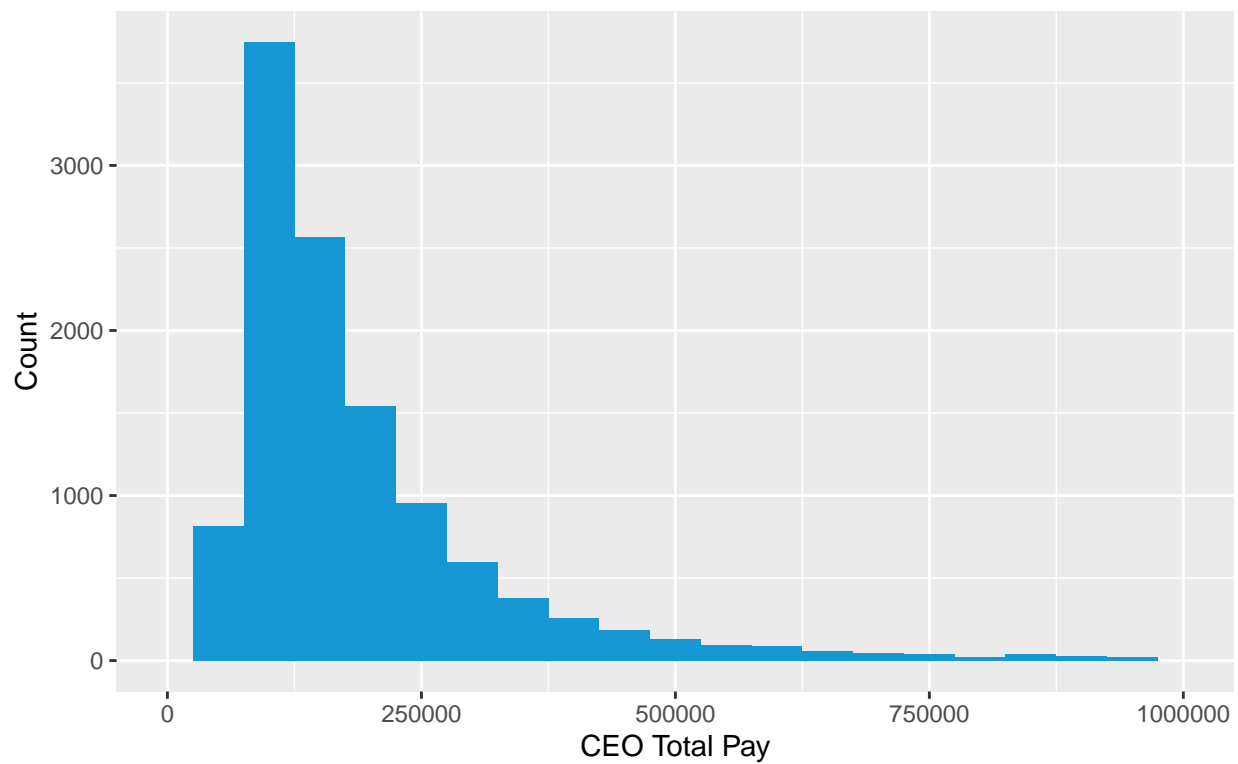There were **11962** other non-profits in your comparison set.

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.