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Human Resource Consulting

 Smithsonian

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Competitive Market References Secretary Position

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Introduction

- The Compensation and Human Resources Committee (“Committee”) of the Smithsonian Institution (“Smithsonian”) engaged Mercer Human Resource Consulting (“Mercer”) to conduct a market assessment of compensation for the Smithsonian’s Secretary position
 - The market assessment will be utilized as a reference point for determining the compensation level for the Secretary position as a new incumbent is recruited into the role
- Mercer conducted interviews with Patricia Stonesifer (Chair of the Committee) and John Lapiana (Special Advisor to the Committee) to get perspective on the potential reference markets for comparator data and the Smithsonian’s compensation philosophy for the position
- This report summarizes the following:
 - Methodology for developing competitive reference peer groups
 - Summary of peer group comparator organizations
 - Compensation statistics for the Secretary position
 - Summary overview of benefit practices
- This document is an update to the information provided to the Committee on July 27, 2007. At the request of the Committee, this report includes an additional market reference (private universities) and details related to the private support figures for the comparator groups
 - As necessary, we will refine the assessment based on the Committee’s feedback

Methodology

- The Smithsonian is a unique organization relative to its peers
 - The institution has a wide range of operations that is not found among comparators
 - The organization’s operating budget is much larger than other leading museums
 - Federal support funds a majority of the operating budget, which requires that the Smithsonian consider the political implications of its activities and funding
 - The Smithsonian is a cultural *institution* in the United States in every sense – leading the organization is more than a “typical” senior executive position, it is an honor and service
- In light of these characteristics, we do not believe that there is one group of market comparators for the Secretary position that fully capture the diversity of the Smithsonian’s attributes
- Therefore, Mercer has developed multiple peer group references for benchmarking the Secretary’s compensation based on the following guiding principles:
 - Mission – Reflecting the Smithsonian’s cultural/research focus
 - Funding Source – Ideally, publicly funded organizations are among the comparators to reflect the Smithsonian’s political environment
 - Comparable Scale – Identifying organizations that reflect the full breadth/scale of the Smithsonian in operations with leading reputations (Mercer’s standard methodology is to utilize 0.5x – 2.0x around the size of the organization (for \$1B revenue organization, range is \$500M - \$2.0B
 - Tie to US Government – As an organization that largely relies on public funding and is based in Washington, DC there is a quasi-public element

Methodology

- By applying these principles we identified four distinct peer groups (see following pages for details):

| | Public Universities | Museums | Large Charities | Government Leadership Roles¹ |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description/Purpose | <ul style="list-style-type: none"> Captures non-profit research organizations that rely on public support for majority of budget | <ul style="list-style-type: none"> Reflects organizations with similar operations as the Smithsonian Smaller in size than Smithsonian, but many have similar reputation | <ul style="list-style-type: none"> Large tax-exempt organizations with scale similar to Smithsonian In public eye, so attributes of public organization apply | <ul style="list-style-type: none"> Reference to understand the government pay scale for a significant position within research/cultural depts of the government |
| Screening Criteria | <ul style="list-style-type: none"> Public universities that rely on government funding for significant portion of budget Revenue between 0.5x – 2.0x Smithsonian’s budget | <ul style="list-style-type: none"> Museums with revenue of \$50M+ (all fall below Smithsonian size) Supplemented with Washington, DC cultural orgs (Kennedy Center, National Gallery)* | <ul style="list-style-type: none"> Charities reflecting large scale of the Smithsonian and broad tax-exempt purpose Revenue between 0.5x – 2.0x Smithsonian’s budget | <ul style="list-style-type: none"> Government departments with a similar research or public artifact orientation as Smithsonian |
| Results | <ul style="list-style-type: none"> 15 Organizations Median revenue of \$1.3 billion | <ul style="list-style-type: none"> 15 Organizations Median revenue of \$166 million | <ul style="list-style-type: none"> 13 Organizations Median revenue of \$852 million | <ul style="list-style-type: none"> 3 Organizations |

¹The Smithsonian provided input regarding appropriate market comparators for the Secretary position.

²Compensation data for large public universities and private universities is provided in the Appendix as a supplemental reference.

Methodology

- Mercer compiled information on the level of private support received by each organization during the last year
 - Private support includes charitable contributions from individuals, foundations, and corporations
 - Although private support was not used as a criteria for selecting comparators, these figures provide a useful reference point for evaluating the funding structure of other organizations relative to the Smithsonian's primarily public funding base
 - Private support consists primarily of donations and does not include program service revenue, membership dues or receipts from admissions, merchandise sold or services performed.
 - Private support figures were obtained from the *Chronicle of Philanthropy* or the most recent Form 990 available. These amounts are disclosed on three lines on the 2006 Form 990*:
 - Line 1a – Contributions to Donor Advised Funds (includes gross amounts of contributions, gifts, grants and bequests from donor advised funds)
 - Line 1b – Direct Public Support (includes gross amounts of contributions, gifts, grants and similar amounts received)
 - Line 1c - Indirect Public Support (includes total contributions received indirectly from the public through solicitation campaigns conducted by federated fundraising agencies and similar fundraising organizations)
 - Government contributions (Line 1d) are not included in private support figures
 - Using this methodology, private support for the Smithsonian for the fiscal year ended 9/30/06 was \$131,240,183, or 11% of Smithsonian's total revenue in 2006
- Mercer found that current and reliable information on government appropriations for the comparator organizations is not readily available

* Prior to 2006, private support amounts were disclosed in Lines 1a and 1b of the Form 990.

Public Universities

- In addition to the institutions listed below, which have revenues that are comparable to the Smithsonian, page 16 of the Appendix provides an analysis of top executive compensation among the largest public universities in the country (with enrollment greater than 40,000)
 - Median compensation levels between the two public university groups are comparable
- The Appendix also provides compensation data for two private university groups; one with revenues similar to the Smithsonian (page 18) and another that includes top tier private universities (page 20)
 - Median total compensation for the private universities of comparable size to the Smithsonian is 15% higher than the public institutions, while cash compensation is about 30% higher.

| Organization | Year | Total Revenue (Millions) | Private Support (Millions) | Private Support as a % of Total Revenue |
|---------------------------------------------|-----------------|--------------------------|----------------------------|-----------------------------------------|
| University of North Carolina at Chapel Hill | 2006-2007 | \$1,863 | \$179 | 10% |
| University of Alabama at Birmingham | 2006-2007 | \$1,819 | \$62 | 3% |
| University of Pittsburgh System | 2006-2007 | \$1,648 | \$99 | 6% |
| Michigan State University | 2006-2007 | \$1,579 | \$91 | 6% |
| Purdue University | 2006-2007 | \$1,541 | \$184 | 12% |
| University of Virginia | 2006-2007 | \$1,515 | \$174 | 12% |
| University of Tennessee System | 2006-2007 | \$1,354 | \$81 | 6% |
| University of Arizona | 2006-2007 | \$1,263 | \$121 | 10% |
| University of Kansas | 2006-2007 | \$1,132 | \$111 | 10% |
| North Carolina State University | 2006-2007 | \$1,117 | \$126 | 11% |
| University of Cincinnati | 2006-2007 | \$953 | \$66 | 7% |
| Temple University | 2004-2005 | \$930 | \$58 | 6% |
| University of Missouri at Columbia | 2006-2007 | \$887 | \$88 | 10% |
| University of Houston | 2006-2007 | \$799 | \$47 | 6% |
| Virginia Tech | 2006-2007 | \$765 | \$77 | 10% |
| Summary Statistics | 75th Percentile | \$1,560 | \$124 | 10% |
| | Median | \$1,263 | \$91 | 10% |
| | 25th Percentile | \$942 | \$71 | 6% |
| Smithsonian Institution | 2006 | \$1,151 | \$131 | 11% |

Sources: Chronicle of Higher Education and IRS Form 990 information available on Guidestar.org.
 Note: Summary Statistics calculated only for reported numbers.

Museums

| Organization | Year | Revenue (Millions) | Private Support (Millions) | Private Support as a % of Total Revenue | Description |
|-----------------------------------------------------|-----------------|--------------------|----------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Museum Of Modern Art New York | 2005 | \$335 | \$239 | 71% | The Museum of Modern Art is a contemporary arts museum that seeks the best modern works of art for the enjoyment and education of the general public. |
| Metropolitan Museum of Art | 2005 | \$326 | \$96 | 30% | The Metropolitan Museum of Art collections include more than two million works of art spanning 5,000 years of world culture, from prehistory to the present and from every part of the globe. |
| New York Public Library | 2005 | \$314 | \$69 | 22% | The New York Public Library (NPL) is one of the leading libraries in the United States. Its status as one of the world's leading libraries is confirmed by its possession of a Gutenberg Bible and a Philosophiae Naturalis Principia Mathematica. |
| Museum Of Fine Arts Houston | 2005 | \$253 | \$210 | 83% | The Museum of Fine Arts, Houston, is an art institution consisting of two major museum buildings, two facilities for the Glassell School of Art, the Studio School for Adults and the Glassell Junior School, two house museums that exhibit decorative arts, and 18 acres of public gardens. |
| Art Insitute of Chicago | 2005 | \$189 | \$31 | 16% | The Art Institute of Chicago's primary exempt purpose is to found, build, maintain and operated museums, schools, libraries of art and theatres; to provide support facilities in connection therewith; to conduct approximate activities conducive to the artistic development of the region; and to conduct and participate in appropriate activities of national and international significance. |
| American Museum of Natural History | 2005 | \$186 | \$84 | 45% | The American Museum of Natural History encourages and develops the study of natural sciences through scientific research, permanent and temporary exhibitions and educational programs. |
| Museum of Fine Arts (Boston) | 2005 | \$174 | \$67 | 39% | The Museum of Fine Art, located in Boston, Massachusetts, houses, preserves, and displays to the public, works of art. |
| National Gallery of Art | 2005 | \$166 | \$19 | 11% | The National Gallery of Art preserves, collects, exhibits, and fosters the understanding of works of art, at the highest possible museum and scholarly standards. |
| Kennedy Center for the Performing Arts | 2005 | \$155 | \$51 | 33% | The John F. Kennedy Center for the Performing Arts was created to serve as a presidential memorial and as the national center for the performing arts, specifically directed to develop and present a broad array of performing arts programs, including theater, music, opera, ballet, dance, and educational and public service activities both in Washington, D.C. and across the country. |
| Field Museum of Natural History | 2004 | \$106 | \$38 | 36% | The Field Museum of Natural History is a private, free-standing, independent center of learning that engages in collection-based research and public education. Its subject matter focuses on diversity in the world's physical environments and cultures. |
| LA County Museum of Art (LACMA) (Museum Associates) | 2005 | \$97 | \$54 | 56% | LACMA is dedicated to serving the public through the collection, conservation, exhibition, and interpretation of significant works of art from a broad range of cultures and historical periods, and through the translation of these collections into meaningful educational, aesthetic, intellectual, and cultural experiences for the widest array of audiences. |
| Philadelphia Museum Of Art | 2005 | \$91 | \$43 | 47% | The Philadelphia Museum of Art collects, maintains, interprets and exhibits works of art for the general public. |
| US Holocaust Memorial Museum | 2005 | \$85 | \$32 | 38% | The Holocaust Museum is dedicated to educating the public about the tragedy of the Holocaust and to remembering those who suffered and died. |
| Henry Francis Du Pont Winterthur Museum | 2005 | \$55 | \$6 | 11% | Founded in 1951 by Henry Francis du Pont, Winterthur is the foremost institution in the United States devoted to the preservation, conservation, study, and appreciation of America's rich decorative arts and horticultural heritage. |
| Guggenheim | 2004 | \$51 | \$25 | 48% | The mission of the Guggenheim is to promote the understanding and appreciation of art, architecture, and other manifestations of visual culture, primarily of the modern and contemporary periods, and to collect, conserve, and study the art of our time. |
| Summary Statistics | Percentile | \$221 | \$77 | 48% | |
| | Median | \$166 | \$51 | 38% | |
| | 25th Percentile | \$94 | \$31 | 26% | |
| Smithsonian Institution | 2006 | \$1,151 | \$131 | 11% | The Smithsonian Institution is the premier educational, historical, artistic and cultural organization for the American people. With a long tradition of scholarship, safeguarding many of America's treasures, it inspires and educates millions of people who visit its museums every year. |

Sources: Chronicle of Philanthropy and IRS Form 990 information available on Guidestar.org.

Leading Public Charities

| Organization | Year | Total Revenue (Millions) | Private Support (Millions) | Private Support as a % of Total Revenue | Description |
|------------------------------------|-----------------|--------------------------|----------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Boys & Girls Clubs of America | 2005 | \$1,335 | \$630 | 47% | Boys & Girls Clubs provide a safe place for youth to develop character, leadership, education, career, health, art, sports and fitness skills while becoming responsible and caring citizens. |
| AmeriCares Foundation | 2006 | \$1,316 | \$1,315 | 100% | AmeriCares is a nonprofit disaster relief and humanitarian aid organization which provides immediate response to emergency medical needs and supports long-term humanitarian aid programs around the world. |
| American Cancer Society | 2005 | \$978 | \$930 | 95% | The American Cancer Society is the nationwide, community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives and diminishing suffering from cancer, through research, education, advocacy and service. |
| Habitat for Humanity International | 2005 | \$941 | \$450 | 48% | Habitat for Humanity International is a nonprofit, ecumenical Christian ministry building affordable housing in partnership with people in need of adequate shelter. |
| Nature Conservancy | 2005 | \$919 | \$475 | 52% | The Nature Conservancy is a leading conservation organization working around the world to protect ecologically important lands and waters for nature and people. |
| World Vision | 2005 | \$905 | \$648 | 72% | World Vision is an international Christian humanitarian organization serving the world's poorest children and families. |
| Feed the Children | 2005 | \$852 | \$803 | 94% | Feed The Children, the 9th largest relief organization in the U.S., delivers food and other essentials to children and families in need in all 50 states and in countries around the world. |
| Volunteers of America | 2005 | \$839 | \$89 | 11% | Volunteers of America has provided human service programs and opportunities for individual and community involvement for people of all faiths. |
| Boy Scouts of America | 2005 | \$836 | \$301 | 36% | The Boy Scouts of America is a youth program of character development and values-based leadership training. |
| Easter Seals | 2006 | \$834 | \$151 | 18% | Easter Seals provides health and human services that create solutions and change the lives of children and adults with disabilities and their families. |
| CARE | 2005 | \$624 | \$264 | 42% | CARE fights root causes of poverty in the world's poorest communities. We place special focus on working alongside poor women because, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty. |
| American Heart Association | 2005 | \$590 | \$447 | 76% | The American Heart Association works to reduce disability and save lives from cardiovascular diseases and stroke by funding research, and public and professional education programs. |
| Public Broadcasting Service | 2005 | \$509 | \$233 | 46% | Public Broadcasting Service, a private, non-profit media enterprise owned and operated by the nation's 348 public television stations, administers public television broadcasting. |
| Summary Statistics | 75th Percentile | \$941 | \$648 | 76% | |
| | Median | \$852 | \$450 | 48% | |
| | 25th Percentile | \$834 | \$264 | 42% | |
| Smithsonian Institution | 2006 | \$1,151 | \$131 | 11% | The Smithsonian Institution is the premier educational, historical, artistic and cultural organization for the American people. With a long tradition of scholarship, safeguarding many of America's treasures, it inspires and educates millions of people who visit its museums every year. |

Sources: Chronicle of Philanthropy and IRS Form 990 information available on Guidestar.org.

Government Organizations

- Approximately 66% of the Smithsonian’s 2006 revenue came from federal appropriations and government grants. This funding structure, combined with the organization’s public service mission and high visibility, gives the Smithsonian a quasi-public orientation. Accordingly, we have considered Executive positions at government agencies with a research or cultural focus as potential comparators for the Secretary position:
 - Archivist of the United States, The U.S. National Archives and Records Administration (Level III)
 - Assistant Secretary of Fish and Wildlife and Parks, U.S. Department of the Interior (Level IV)
 - Librarian of Congress, U.S. National Commission on Libraries and Information Science (Level III)
- Compensation for the government positions is capped according to the following schedule (effective 1/07). Pay levels for the incumbents in these roles is not readily available, but the schedule provides a salary cap for the government executive positions.

Salary Table No. 2007-EX: Rates of Basic Pay for the Executive Schedule (EX)*

| | |
|-----------|-----------|
| Level I | \$186,600 |
| Level II | \$168,000 |
| Level III | \$154,600 |
| Level IV | \$145,400 |
| Level V | \$136,200 |

*Salary Table was provided by the U.S. Office of Personnel Management website (www.opm.gov).

Compensation Statistics

- The following pages provide summary compensation statistics for the reference groups. The Appendix contains details for each peer reference
- Mercer utilized the following sources to compile compensation statistics for the top executive position at each of the reference groups:
 - The Chronicle of Philanthropy: *Philanthropy 400 Database*
 - The Chronicle of Philanthropy: *Executive Compensation Survey*
 - The Chronicle Of Higher Education: *Facts & Figures*
 - Most recent Forms 990 available
- The reported data includes the following:
 - Cash compensation – includes salary and, where applicable, bonuses and other forms of compensation
 - Total compensation – includes cash compensation plus contributions to benefit programs and other benefits/perquisites
 - Where available we include 25th percentile, 50th percentile and 75th percentile reference points within the market

Compensation Statistics

- Cash Compensation Summary

| Summary Statistic | Public Universities | Museums/Cultural Organizations | Public Charities | Government Leadership Roles |
|-------------------|---------------------|--------------------------------|------------------|------------------------------------|
| 75th Percentile | \$444 | \$634 | \$574 | \$145,400 - \$154,600 ¹ |
| 50th Percentile | \$433 | \$525 | \$391 | |
| 25th Percentile | \$355 | \$415 | \$288 | |

- Total Compensation Summary (includes cash compensation, benefits and expenses)

| Summary Statistic | Public Universities | Museums/Cultural Organizations | Public Charities | Government Leadership Roles |
|-------------------|---------------------|--------------------------------|------------------|-----------------------------|
| 75th Percentile | \$624 | \$911 | \$823 | N/A |
| 50th Percentile | \$577 | \$706 | \$441 | |
| 25th Percentile | \$408 | \$460 | \$312 | |

¹ Base pay cap for Level III and Level IV executives per Salary Table No. 2007-EX

Benefits Practices

- The most common executive benefits that we observed in our research included deferred compensation plans, housing and automobile-related programs.
- Prevalence of these perquisites was highest among the public universities, where housing and automobile perquisites are generally provided by the state
 - Most public universities provide a house (funded by the state) for the top executive. Two of the museums and one of the public charities disclosed a housing allowance for the top executive
 - Most public universities provide a car (funded by the state) for the top executive. One of the museums and two of the public charities disclosed automobile-related perquisites for the top executive
 - Most of the public universities disclosed a cost related to deferred compensation arrangements for the top executive. Disclosures were less prevalent among the other groups, as three of the museums and two of the public charities disclosed deferred compensation costs

Considerations for Setting Compensation

- To apply the multiple references, Mercer recommends that the Committee consider the following:
 - Agree on primary references for compensation benchmarks – based on the nature of the Smithsonian’s operations and the public nature of the organization, we recommend consideration of using the Public Universities and Museum peer groups as primary references for establishing pay
 - Leading public charities and governmental organizations would be retained as secondary references to validate compensation levels
 - Private universities may be less relevant due to their funding structure
 - Set compensation within a range that approximates the market median, which will place the Smithsonian within a responsible competitive range of the data
 - Blend the two peer groups’ data to arrive at a market consensus level of compensation
 - The compensation levels for the two peer groups are fairly close, so blending provides a representation of pay within the combined market
- Based on this evaluation, the median of the composite market would be approximately \$480,000 in cash compensation and \$640,000 in total compensation (cash compensation and the value of benefits)
- An appropriate base salary range for this position would be \$385,000 to \$575,000 (range reflects a 50% spread around the median base salary value of \$480,000)
- Internal equity considerations should also be assessed, based on compensation levels for the Secretary’s direct reports



Appendix
Detailed Compensation Statistics

Public Universities Revenues of \$500 million - \$2 billion

| Organization | Name | Title | Year | Cash Comp. (000's) | Contributions to Benefit Plans (000's) | Expenses | Housing Provided | Car Provided | Total Compensation (000's) | Revenue (Millions) |
|----------------------------------------------------------|---------------------|------------------|-----------------|--------------------|----------------------------------------|-------------|------------------|--------------|----------------------------|--------------------|
| University of North Carolina at Chapel Hill ¹ | James C. Moeser | President | 2006-2007 | \$338 | \$23 | \$0 | Yes | Yes | \$361 | \$1,863 |
| University of Alabama at Birmingham ² | Carol Z. Garrison | President | 2006-2007 | \$488 | \$85 | \$0 | Yes | N/D | \$573 | \$1,819 |
| University of Pittsburgh System ³ | Mark A. Nordenberg | President | 2006-2007 | \$428 | \$126 | \$0 | Yes | Yes | \$554 | \$1,648 |
| Michigan State University ⁴ | Lou Anna K. Simon | President | 2006-2007 | \$425 | \$43 | \$0 | N/D | Yes | \$468 | \$1,579 |
| Purdue University ⁵ | Martin C. Jischke | President | 2006-2007 | \$407 | \$474 | \$0 | Yes | Yes | \$881 | \$1,541 |
| University of Virginia ⁶ | John T. Casteen III | President | 2006-2007 | \$468 | \$270 | \$0 | Yes | Yes | \$738 | \$1,515 |
| University of Tennessee System ⁷ | John D. Petersen | President | 2006-2007 | \$399 | \$23 | \$0 | Yes | Yes | \$422 | \$1,354 |
| University of Arizona ⁸ | Robert N. Shelton | President | 2006-2007 | \$420 | \$96 | \$0 | Yes | Yes | \$516 | \$1,263 |
| University of Kansas ⁹ | Robert E. Hemenway | President | 2006-2007 | \$319 | \$19 | \$0 | Yes | Yes | \$338 | \$1,132 |
| North Carolina State University ¹⁰ | James L. Oblinger | President | 2006-2007 | \$338 | \$23 | \$0 | Yes | Yes | \$361 | \$1,117 |
| University of Cincinnati ¹¹ | Nancy L. Zimpher | President | 2006-2007 | \$343 | \$238 | \$0 | Yes | Yes | \$582 | \$953 |
| Temple University ¹² | David W. Adamany | President | 2004-2005 | \$518 | \$87 | \$0 | N/D | N/D | \$605 | \$930 |
| University of Missouri at Columbia ¹³ | Brady J. Deaton | President | 2006-2007 | \$289 | \$42 | \$0 | N/D | Yes | \$331 | \$887 |
| University of Houston ¹⁴ | G. Jay Gogue | President | 2006-2007 | \$415 | \$177 | \$0 | Yes | Yes | \$592 | \$799 |
| Virginia Tech ¹⁵ | Charles W. Steger | President | 2006-2007 | \$423 | \$221 | \$0 | Yes | Yes | \$644 | \$765 |
| Updated Summary Statistics* | | | 75th Percentile | \$444 | \$207 | \$0 | - | - | \$624 | \$1,560 |
| | | | Median | \$433 | \$91 | \$0 | - | - | \$577 | \$1,263 |
| | | | 25th Percentile | \$355 | \$34 | \$0 | - | - | \$408 | \$942 |
| Smithsonian Institution | Vacant | Secretary | 2006 | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | \$1,151 |

Sources: Chronicle of Higher Education and IRS Form 990 information available on Guidestar.org.

* Summary statistics were updated by 12 months to reflect pay levels for the upcoming academic year using an annual factor of 4.2% for executives as reported in Mercer's 2007/2008 US Compensation Planning Survey.

** Peer group median provides separate median values for the compensation column, the benefits column, and the total compensation column. Thus, the median compensation plus the median benefits does not equal the median compensation. The median total compensation has been bolded in the chart above. The peer group median calculations do not include Smithsonian's figures.

* Footnotes on page 15

Public Universities Revenues of \$500 million - \$2 billion

* Footnotes from page 14

- ¹ Contributions to benefits include \$23,106 in retirement pay. Housing and one car are provided by the state.
- ² Contributions to benefits include \$84,000 in deferred compensation. Housing is provided by the state.
- ³ Contributions to benefits include \$51,300 in retirement pay and \$75,000 in deferred comp. Housing and one car are provided by the state.
- ⁴ Contributions to benefits include \$42,500 in retirement pay. One car is provided by the state.
- ⁵ Salary includes \$335,734 in public funds and \$71,216 from private sources. Contributions to benefits include \$74,000 in deferred compensation and a \$400,000 retention bonus. Housing and one car are provided by the state.
- ⁶ Salary includes \$169,339 from public funds and \$298,661 from private sources. Contributions to benefits include \$200,000 in deferred compensation, \$21,100 as a performance bonus, and \$48,672 in retirement pay and club dues. Housing is provided by the state. Car expenses of \$15,000 from private sources were excluded.
- ⁷ Contributions to benefits include \$23,265 in retirement pay. Housing and one car are provided by the state.
- ⁸ Contributions to benefits include \$75,600 in deferred compensation and \$20,020 in retirement pay. Excludes \$9,400 for car expenses and \$45,000 for housing expenses from private funding sources.
- ⁹ Salary includes \$250,519 in public funds and \$68,761 from private sources. Contributions to benefits include \$18,700 in retirement pay and club dues. Housing and one car are provided by the state.
- ¹⁰ Contributions include \$23,106 in retirement pay and club dues. Housing and one car are provided by the state.
- ¹¹ Contributions to benefits include \$41,202 in deferred compensation, a performance bonus of \$75,000, and \$122,233 in employee benefits and club dues. Housing is provided by the state. Excludes \$10,000 for car expenses provided by the state.
- ¹² Compensation data was updated by 4.2% per year to approximate compensation for the 2006-2007 academic year. Contributions to benefits include \$32,362 for employee benefit plans and \$48,087 in "fringe pay".
- ¹³ Contributions to benefits include \$42,000 in deferred compensation and club dues. One car is provided by the state.
- ¹⁴ Contributions to benefits include \$150,000 in deferred compensation and \$26,773 in retirement pay, club dues, and other expenses. Housing and one car are provided by the state.
- ¹⁵ Contributions to benefits include \$200,000 in deferred compensation and a performance bonus of \$21,128. Housing is provided by the state. Car expenses of \$15,000 from private sources were excluded.

Public Universities Enrollment > 40,000

| Organization | Name | Title | Year | Cash Comp. (000's) | Contributions to Benefit Plans * (000's) | Expenses | Housing Provided | Car Provided | Total Compensation (000's) | Enrollment (Fall 2006) |
|----------------------------------------------------|---------------------|------------------|-------------|--------------------|------------------------------------------|-------------|------------------|--------------|----------------------------|------------------------|
| Ohio State University System ¹ | Karen A. Holbrook | President | 2006-2007 | \$380 | \$214 | \$0 | Yes | Yes | \$595 | 51,818 |
| Arizona State University ² | Michael M. Crow | President | 2006-2007 | \$490 | \$61 | \$0 | Yes | Yes | \$551 | 51,234 |
| University of Florida ³ | J. Bernard Machen | President | 2006-2007 | \$416 | \$232 | \$0 | N.D. | Yes | \$648 | 50,912 |
| University of Minnesota - Twin Cities ⁴ | Robert H. Bruininks | President | 2006-2007 | \$384 | \$154 | \$0 | Yes | N.D. | \$538 | 50,402 |
| The University of Texas at Austin ⁵ | C. Powers Jr. | President | 2006-2007 | \$553 | \$47 | \$0 | N.D. | N.D. | \$600 | 49,697 |
| University of Central Florida ⁶ | John C. Hitt | President | 2006-2007 | \$450 | \$234 | \$0 | Yes | Yes | \$684 | 46,646 |
| Michigan State University ⁷ | Lou Anna K. Simon | President | 2006-2007 | \$425 | \$43 | \$0 | N.D. | Yes | \$468 | 45,520 |
| Texas A&M University System ⁸ | Robert D. McTeer | President | 2006-2007 | \$450 | \$113 | \$0 | Yes | N.D. | \$563 | 45,380 |
| University of South Florida ⁹ | Judy L. Genshaft | President | 2006-2007 | \$360 | \$50 | \$0 | N.D. | Yes | \$410 | 43,636 |
| Pennsylvania State University System ¹⁰ | Graham B. Spanier | President | 2006-2007 | \$545 | \$0 | \$0 | Yes | Yes | \$545 | 42,914 |
| Updated Summary Statistics* | 75th Percentile | | | \$500 | \$208 | \$0 | - | - | \$624 | 50,785 |
| | Median | | | \$456 | \$91 | \$0 | - | - | \$580 | 48,172 |
| | 25th Percentile | | | \$409 | \$50 | \$0 | - | - | \$562 | 45,415 |
| Smithsonian Institution | Vacant | Secretary | 2006 | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. | N.A. |

Sources: Chronicle of Higher Education and IRS Form 990 information available on Guidestar.org.

* Summary statistics were updated by 12 months to reflect pay levels for the upcoming academic year using an annual factor of 4.2% for executives as reported in Mercer's 2007/2008 US Compensation Planning Survey.

** Peer group median provides separate median values for the compensation column, the benefits column, and the total compensation column. Thus, the median compensation plus the median benefits does not equal the median total compensation. The median total compensation has been bolded in the chart above. The peer group median calculations do not include Smithsonian's figures.

* Footnotes on page 17

Public Universities Enrollment > 40,000

* Footnotes from page 16

- ¹ Contributions to employee benefits include \$100,000 in deferred compensation, a \$91,827 performance bonus, and \$22,536 in retirement pay. One car is provided by the state and one house is provided by private sources. \$6,000 from private sources for a car allowance was excluded.
- ² Cash compensation includes \$440,000 in public funds and \$50,000 from private sources. Contributions to employee benefits include \$30,000 in deferred compensation and \$30,800 in retirement pay. A car and house allowance of \$8,394 and \$50,000 respectively are provided by the state. \$50,000 respectively are provided by the state.
- ³ Contributions to employee benefits include \$22,315 in retirement pay and \$210,000 in performance bonuses. A \$7,200 car allowance is provided by the state.
- ⁴ Contributions to employee benefits include \$153,600 in retirement pay and club dues. Housing is provided by the state.
- ⁵ Cash compensation includes \$65,945 from public funds and \$486,555 from private sources. Contributions to employee benefits include \$47,227 in retirement pay.
- ⁶ Cash compensation includes \$225,000 from public funds and \$225,000 from private sources. Contributions to employee benefits include \$90,000 in deferred comp., \$100,000 in performance bonuses, and \$44,000 in retirement pay. Housing and one car are provided by private sources.
- ⁷ Contributions to employee benefits include \$42,500 in retirement pay. One car is provided by the state.
- ⁸ Contributions to employee benefits include \$100,000 in deferred compensation and \$13,200 in retirement pay. Housing is provided by the state.
- ⁹ Cash compensation includes \$225,000 from public funds and \$134,856 from private sources. Contributions to employee benefits include \$27,000 in deferred comp., \$23,445 in retirement pay, club dues, and expense account. One car is provided by the state.
- ¹⁰ Housing and one car are provided by the state.

Private Universities Revenues of \$500 million - \$2 billion

| Organization | Name | Title | Year | Cash Comp. (000's) | Contributions to Benefit Plans (000's) | Expenses (000's) | Total Compensation (000's) | Revenue (Millions) | Private Support (Millions) | Private Support as a % of Total Revenue | Endowment (FY2006) (Millions) |
|---------------------------------------|-------------------------|------------------|-----------------|--------------------|----------------------------------------|------------------|----------------------------|--------------------|----------------------------|-----------------------------------------|-------------------------------|
| Princeton University | Shirley M. Tilghman | President | 2004-2005 | \$543 | \$53 | \$68 | \$664 | \$1,889 | \$165 | 9% | \$13,045 |
| Northwestern University ¹ | Henry S. Bienen | President | 2004-2005 | \$651 | \$124 | - | \$774 | \$1,853 | \$158 | 9% | \$5,190 |
| Duke University | Richard H. Brodhead | President | 2004-2005 | \$500 | \$33 | \$4 | \$536 | \$1,833 | \$276 | 15% | \$4,498 |
| University of Rochester | Thomas H. Jackson | President | 2004-2005 | \$580 | \$27 | \$22 | \$629 | \$1,800 | \$66 | 4% | \$1,525 |
| University of Chicago | Don M. Randel | President | 2004-2005 | \$444 | \$186 | \$3 | \$633 | \$1,748 | \$180 | 10% | \$4,867 |
| University of Miami | Donna E. Shalala | President | 2004-2005 | \$559 | \$138 | - | \$697 | \$1,617 | \$131 | 8% | N.D. |
| Boston University ² | Aram V. Chobanian | President | 2006 | \$809 | \$137 | - | \$946 | \$1,466 | \$92 | 6% | N.D. |
| University of Notre Dame ³ | Rev. Edward A. Malloy | President | 2004-2005 | \$429 | \$47 | - | \$476 | \$1,157 | \$116 | 10% | \$4,488 |
| George Washington University | Stephen J. Trachtenberg | President | 2004-2005 | \$630 | \$89 | - | \$719 | \$906 | \$49 | 5% | N.D. |
| Dartmouth College | James E. Wright | President | 2004-2005 | \$400 | \$79 | - | \$479 | \$877 | \$105 | 12% | \$3,092 |
| Georgetown University | John J. DeGioia | President | 2004-2005 | \$535 | \$31 | - | \$566 | \$837 | \$99 | 12% | N.D. |
| Carnegie Mellon University | Jared L. Cohon | President | 2004-2005 | \$449 | \$62 | \$47 | \$558 | \$822 | \$79 | 10% | N.D. |
| Case Western Reserve University | Edward M. Hundert | President | 2004-2005 | \$555 | \$48 | \$32 | \$636 | \$819 | \$76 | 9% | \$1,599 |
| Brown University ⁴ | Ruth J. Simmons | President | 2004-2005 | \$500 | \$185 | - | \$685 | \$776 | \$155 | 20% | \$2,167 |
| Tulane University | Scott S. Cowen | President | 2004-2005 | \$557 | \$111 | \$9 | \$677 | \$729 | \$87 | 12% | N.D. |
| Boston College ⁵ | Rev. William P. Leahy | President | 2004-2005 | N.D. | N.D. | N.D. | N.D. | \$676 | \$54 | 8% | \$1,448 |
| Saint Louis University ⁶ | Rev. Lawrence Biondi | President | 2004-2005 | N.D. | N.D. | N.D. | N.D. | \$660 | \$46 | 7% | N.D. |
| Tufts University | Lawrence S. Bacow | President | 2004-2005 | \$427 | \$48 | - | \$475 | \$659 | \$102 | 15% | N.D. |
| Yeshiva University | Richard M. Joel | President | 2004-2005 | \$558 | \$14 | \$84 | \$656 | \$575 | \$65 | 11% | \$1,273 |
| Updated Summary Statistics* | | | 75th Percentile | \$582 | \$129 | \$54 | \$713 | \$1,682 | \$143 | 12% | \$4,682 |
| | | | Median | \$566 | \$65 | \$28 | \$662 | \$877 | \$99 | 10% | \$3,092 |
| | | | 25th Percentile | \$468 | \$49 | \$8 | \$582 | \$752 | \$71 | 8% | \$1,562 |
| Smithsonian Institution | Vacant | Secretary | 2006 | N.A. | N.A. | N.A. | N.A. | \$1,151 | \$131 | 11% | \$868 |

Sources: U.S. News & World Report, Chronicle of Higher Education and IRS Form 990 information available on Guidestar.org.

* Summary statistics were updated by 12 months to reflect pay levels for the upcoming academic year using an annual factor of 4.2% for executives as reported in Mercer's 2007/2008 US Compensation Planning Survey.

** Peer group median provides separate median values for the compensation column, the benefits column, and the total compensation column. Thus, the median compensation plus the median benefits does not equal the median total compensation. The median total compensation has been bolded in the chart above. The peer group median calculations do not include Smithsonian's figures.

* Footnotes on page 19

Private Universities

Revenues of \$500 million - \$2 billion

* Footnotes from page 18.

¹ Benefits include a \$23,504 contribution to a retirement plan and other employee benefits, and \$100,000 of deferred compensation.

² Mr. Chobanian is no longer in this position.

³ Compensation is paid to the President's religious order.

⁴ Benefits include \$125,000 in deferred compensation that has not yet vested and is subject to forfeiture.

⁵ Mr. Leahy's compensation is paid to the President's religious order.

⁶ Mr. Biondi's compensation is paid to the President's religious order.

Private Universities Top 20 (Ranked by U.S. News & World Report)

| Organization | Name | Title | Year | Cash Comp. (000's) | Contributions to Benefit Plans (000's) | Expenses (000's) | Total Compensation (000's) | Revenue (Millions) | Private Support (Millions) | Private Support as a % of Total Revenue | Endowment (FY2006) (Millions) |
|----------------------------------------------------|-----------------------|------------------|-----------------|--------------------|----------------------------------------|------------------|----------------------------|--------------------|----------------------------|-----------------------------------------|-------------------------------|
| Princeton University | Shirley M. Tilghman | President | 2004-2005 | \$543 | \$53 | \$68 | \$664 | \$1,889 | \$165 | 9% | \$13,045 |
| Harvard University ¹ | Lawrence H. Summers | President | 2004-2005 | \$563 | \$33 | \$71 | \$667 | \$4,994 | \$590 | 12% | \$29,219 |
| Yale University | Richard C. Levin | President | 2004-2005 | \$619 | \$160 | \$12 | \$791 | \$3,449 | \$286 | 8% | \$18,031 |
| California Institute of Technology | David Baltimore | President | 2004-2005 | \$590 | \$37 | \$19 | \$645 | \$2,282 | \$164 | 7% | \$1,618 |
| Stanford University ² | John L. Hennessy | President | 2004-2005 | \$573 | \$43 | - | \$616 | \$4,530 | \$604 | 13% | \$14,085 |
| Massachusetts Institute of Technology ³ | Susan Hockfield | President | 2004-2005 | \$478 | \$145 | - | \$622 | \$2,664 | \$206 | 8% | \$8,400 |
| University of Pennsylvania | Amy Gutmann | President | 2004-2005 | \$675 | \$92 | \$35 | \$802 | \$3,786 | \$394 | 10% | \$5,313 |
| Duke University | Richard H. Brodhead | President | 2004-2005 | \$500 | \$33 | \$4 | \$536 | \$1,833 | \$276 | 15% | \$4,498 |
| Dartmouth College | James E. Wright | President | 2004-2005 | \$400 | \$79 | - | \$479 | \$877 | \$105 | 12% | \$3,092 |
| Columbia University | Lee C. Bollinger | President | 2004-2005 | \$664 | \$22 | \$94 | \$780 | \$3,110 | \$341 | 11% | \$5,938 |
| University of Chicago | Don M. Randel | President | 2004-2005 | \$444 | \$186 | \$3 | \$633 | \$1,748 | \$180 | 10% | \$4,867 |
| Cornell University | Jeffrey S. Lehman | President | 2004-2005 | \$855 | \$149 | \$75 | \$1,079 | \$2,518 | \$354 | 14% | \$4,321 |
| Washington University in St. Louis | Mark S. Wrighton | Chancellor | 2004-2005 | \$483 | \$212 | \$51 | \$746 | \$2,123 | \$108 | 5% | \$4,746 |
| Northwestern University ⁴ | Henry S. Bienen | President | 2004-2005 | \$651 | \$124 | - | \$774 | \$1,853 | \$158 | 9% | \$5,190 |
| Brown University ⁵ | Ruth J. Simmons | President | 2004-2005 | \$500 | \$185 | - | \$685 | \$776 | \$155 | 20% | \$2,167 |
| Johns Hopkins University ⁶ | William R. Brody | President | 2004-2005 | \$695 | \$142 | \$80 | \$917 | \$3,003 | \$323 | 11% | \$2,350 |
| Rice University | David W. Leebron | President | 2004-2005 | \$604 | \$109 | - | \$713 | \$480 | \$54 | 11% | \$3,987 |
| Vanderbilt University ⁷ | E. Gordon Gee | Chancellor | 2004-2005 | \$905 | \$266 | \$83 | \$1,254 | \$2,491 | \$109 | 4% | \$2,916 |
| Emory University | James W. Wagner | President | 2004-2005 | \$592 | \$45 | \$7 | \$643 | \$3,002 | \$95 | 3% | \$5,025 |
| University of Notre Dame ⁸ | Rev. Edward A. Malloy | President | 2004-2005 | \$429 | \$47 | - | \$476 | \$1,157 | \$116 | 10% | \$4,488 |
| Updated Summary Statistics* | | | 75th Percentile | \$681 | \$158 | \$78 | \$815 | \$3,029 | \$328 | 12% | \$6,553 |
| | | | Median | \$606 | \$105 | \$53 | \$704 | \$2,386 | \$173 | 10% | \$4,806 |
| | | | 25th Percentile | \$517 | \$46 | \$13 | \$657 | \$1,812 | \$114 | 8% | \$3,763 |
| Smithsonian Institution | Vacant | Secretary | 2006 | N.A. | N.A. | N.A. | N.A. | \$1,151 | \$131 | 11% | \$868 |

Sources: U.S. News & World Report, Chronicle of Higher Education and IRS Form 990 information available on Guidestar.org.

* Summary statistics were updated by 12 months to reflect pay levels for the upcoming academic year using an annual factor of 4.2% for executives as reported in Mercer's 2007/2008 US Compensation Planning Survey.

** Peer group median provides separate median values for the compensation column, the benefits column, and the total compensation column. Thus, the median compensation plus the median benefits does not equal the median total compensation. The median total compensation has been bolded in the chart above. The peer group median calculations do not include Smithsonian's figures.

* Footnotes on page 21.

Private Universities Top 20 (Ranked by U.S. News & World Report)

* Footnotes from page 20.

¹ Expenses include personal travel and a housing subsidy for a second house away from the campus.

² Mr. Hennessy also earned supplemental retirement equal to 3.5% of his highest three-year average pay and for which his is not yet vested.

³ Ms. Hockfield became President in December 2004. Her benefits include \$100,000 in deferred compensation.

⁴ Benefits include a \$23,504 contribution to a retirement plan and other employee benefits, and \$100,000 of deferred compensation.

⁵ Benefits include \$125,000 in deferred compensation that has not yet vested and is subject to forfeiture.

⁶ Dr. Brody received \$657,808 in pay and benefits from John Hopkins University and \$179,208 in pay from John Hopkins Health System, a nonprofit affiliate of the university.

⁷ Benefits include supplemental retirement contributions and deferred compensation that have not yet vested.

⁸ Compensation is paid to the President's religious order.

Museums Revenues > \$50 million

| Organization | Name | Title | Year | Cash Comp. (000's) | Contributions to Benefit Plans (000's) | Expenses (000's) | Total Compensation (000's) | Revenue (Millions) |
|-----------------------------------------------------|--------------------------|----------------------------|------|--------------------|----------------------------------------|------------------|----------------------------|--------------------|
| Museum Of Modern Art New York ¹ | Glenn D Lowry | Director | 2005 | \$875 | \$404 | \$91 | \$1,370 | \$335 |
| Metropolitan Museum of Art ² | Philippe de Montebello | Director/CEO | 2005 | \$512 | \$102 | \$243 | \$857 | \$326 |
| New York Public Library ³ | Paul LeClerc | President | 2005 | \$464 | \$213 | \$136 | \$813 | \$314 |
| Museum Of Fine Arts Houston ⁴ | Dr. Peter C. Marzio | Director | 2005 | \$666 | \$27 | \$83 | \$776 | \$253 |
| Art Insititute of Chicago ⁵ | James Cuno | Director/President | 2005 | \$324 | \$10 | - | \$334 | \$189 |
| American Museum of Natural History | Ellen V. Futter | President | 2005 | \$628 | \$240 | - | \$868 | \$186 |
| Museum of Fine Arts (Boston) | Malcolm A. Rogers | Director | 2005 | \$530 | \$25 | - | \$555 | \$174 |
| National Gallery of Art | Earl A Powell III | Director | 2005 | \$485 | \$166 | \$85 | \$736 | \$166 |
| Kennedy Center for the Performing Arts ⁶ | Michael Kaiser | President | 2005 | \$1,030 | \$39 | - | \$1,069 | \$155 |
| Field Museum of Natural History | John W. Mccarter, Jr. | President/Trustee | 2004 | \$435 | \$1 | - | \$435 | \$106 |
| LA County Museum of Art (LACMA) | Andrea Rich | President/Director | 2005 | \$377 | \$43 | - | \$421 | \$97 |
| Philadelphia Museum Of Art ⁷ | Anne d'Harnoncourt | Director & CEO | 2005 | \$275 | \$24 | \$1 | \$301 | \$91 |
| US Holocaust Memorial Museum | Sara Bloomfield | Museum Director | 2005 | \$388 | \$40 | - | \$427 | \$85 |
| Henry Francis Du Pont Winterthur Museum | Ms. Leslie Greene Bowman | Exec. Director and Trustee | 2005 | \$206 | \$34 | \$24 | \$264 | \$55 |
| Guggenheim | Thomas Krens | Director | 2004 | \$524 | \$23 | \$88 | \$635 | \$51 |

| Updated Summary Statistics* | 75th Percentile | \$634 | \$145 | \$112 | \$911 | \$221 |
|-----------------------------|-----------------|--------------|-------------|-------------|--------------|--------------|
| | Median | \$525 | \$42 | \$95 | \$706 | \$166 |
| | 25th Percentile | \$415 | \$27 | \$75 | \$460 | \$94 |

| | | | | | | | | |
|-------------------------|--------|-----------|------|------|------|------|------|---------|
| Smithsonian Institution | Vacant | Secretary | 2006 | N.A. | N.A. | N.A. | N.A. | \$1,151 |
|-------------------------|--------|-----------|------|------|------|------|------|---------|

Sources: Chronicle of Philanthropy and IRS Form 990 information available on Guidestar.org.

* Summary Statistics were updated to August 1, 2007 by an annual factor of 4.2% for executives as reported in Mercer's 2007/2008 US Compensation Planning Survey.

** Peer group median provides separate median values for the compensation column, the benefits column, and the total compensation column. Thus, the median compensation plus the median benefits does not equal the median total compensation. The median total compensation has been bolded in the chart above. The peer group median calculations do not include Smithsonian's figures.

* Footnotes on page 22.

Museums Revenues > \$50 million

* Footnotes from page 22.

¹ Mr. Lowry's compensation includes \$283,250 bonus. His expenses include a \$70,929 housing allowance.

² Contributions to benefits include \$21,000 in deferred compensation.

³ Contributions to benefits include \$180,000 in deferred compensation. Expenses include a housing allowance.

⁴ Compensation includes a \$275,000 bonus.

⁵ Contribution to benefits include costs related to medical, dental life insurance and disability. Excludes costs related to the Art Institute of Chicago's Pension Plan a defined benefit pension plan as a specific cost attributable to each individual is not readily available.

⁶ Mr. Kaiser's compensation includes bonuses earned in 2005 and 2004.

⁷ Expenses include \$861 for use of an automobile.

Leading Public Charities Revenues of \$500 million - \$2 billion

| Organization | Name | Title | Year | Cash Comp. (000's) | Contributions to Benefit Plans (000's) | Expenses (000's) | Total Compensation (000's) | Total Revenue (Millions) |
|------------------------------------------|------------------------|----------------------------------------------------|-----------------|--------------------|----------------------------------------|------------------|----------------------------|--------------------------|
| Boy Scouts of America ¹ | Roy Williams | Chief Scout Executive | 2005 | \$543 | \$436 | \$10 | \$988 | \$836 |
| American Cancer Society | John R. Seffrin | CEO | 2005 | \$518 | \$432 | \$16 | \$967 | \$978 |
| Boys & Girls Clubs of America | Roxanne Spillett | President/Governor | 2005 | \$525 | \$343 | \$10 | \$879 | \$1,335 |
| American Heart Association ² | M. Cass Wheeler | CEO & Executive Director | 2005 | \$657 | \$86 | \$12 | \$754 | \$590 |
| Easter Seals ³ | James E. Williams, Jr. | President, CEO, & Assistant Secretary to the Board | 2006 | \$551 | \$84 | \$14 | \$649 | \$834 |
| Public Broadcasting Service ⁴ | Patricia Mitchell | President/CEO | 2005 | \$562 | \$49 | \$33 | \$644 | \$509 |
| World Vision | Richard E. Stearns | President | 2005 | \$328 | \$41 | \$38 | \$408 | \$905 |
| Nature Conservancy ⁵ | Steven J. McCormick | President/CEO | 2005 | \$297 | \$24 | \$76 | \$397 | \$919 |
| CARE | Peter Bell | President/CEO | 2005 | \$358 | \$28 | - | \$386 | \$624 |
| AmeriCares Foundation | Curtis R. Welling | Director/President/CEO | 2006 | \$275 | \$23 | - | \$298 | \$1,316 |
| Volunteers of America ⁶ | Charles W. Gould | President | 2005 | \$232 | \$30 | - | \$262 | \$839 |
| Feed the Children | Larry Jones | President | 2005 | \$177 | \$4 | \$4 | \$184 | \$852 |
| Habitat for Humanity International | Paul Leonard | CEO | 2005 | \$57 | - | - | \$57 | \$941 |
| Updated Summary Statistics* | | | 75th Percentile | \$574 | \$162 | \$36 | \$823 | \$941 |
| | | | Median | \$391 | \$49 | \$15 | \$441 | \$852 |
| | | | 25th Percentile | \$288 | \$29 | \$11 | \$312 | \$834 |
| Smithsonian Institution | Vacant | Secretary | 2006 | N.A. | N.A. | N.A. | N.A. | \$1,151 |

Sources: Chronicle of Philanthropy and IRS Form 990 information available on Guidestar.org.

* Summary statistics were updated to August 1, 2007 by an annual factor of 4.2% for executives as reported in Mercer's 2007/2008 US Compensation Planning Survey.

** Peer group median provides separate median values for the compensation column, the benefits column, and the total compensation column. Thus, the median compensation plus the median benefits does not equal the median total compensation. The median total compensation has been bolded in the chart above. The peer group median calculations do not include Smithsonian's figures.

* Footnotes on page 25.

Leading Public Charities Revenues of \$500 million - \$2 billion

* Footnotes from page 24.

¹ Mr. William's benefits include \$412,718 in deferred compensation; expenses include \$9,596 for use of an automobile.

² Mr. Wheeler's compensation includes \$96,553 in bonus compensation. His expenses include \$6,524 for use of an automobile.

³ Mr. William's compensation data is taken from the most recently disclosed FY2006 990.

⁴ Ms. Mitchell is no longer with the organization.

⁵ Expenses include \$75,000 to defray housing costs.

⁶ Contributions to benefits for Mr. Gould include \$30,000 in deferred compensation.