

**The Right Process  
The Right Perspectives  
The Right Compensation  
for Your Institution's  
Leaders and Staff**

Bridging fairness with compensation strategies, planning and benefit structures for non-profit organizations including independent schools

**CALFEE  
FINANCIAL®**



**Prosperity Perpetuation®**

Concepts, Strategy & Management

[www.calfee-compensation.com](http://www.calfee-compensation.com)

## **Peter H. Calfee**

Peter H. Calfee, CPA, CFP, CLU, MBA, is President and Owner of Calfee Financial Advisors, Inc. He has contributed to the successful creation of fair compensation packages for many organizations and speaks on total compensation and benefits issues at regional and national conferences across the country.



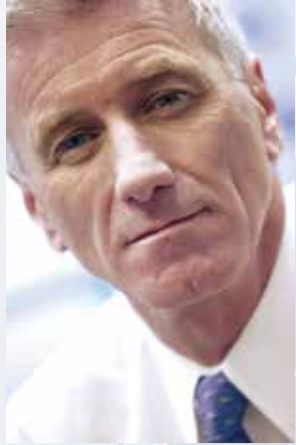
# Compensation for Your Institution's Leaders and Staff

Get compensation and benefits for your organization right, and everyone—board, staff and executive director, president or head—works in concert to lead your institution and achieve its unique strategic vision.

Get it wrong and leadership and staff can become de-motivated and the board resentful with significant consequences.

Fully-qualified and retainable individuals soon depart. Momentum for strategic initiatives—fundraising campaigns, endowment development and new construction—dissipates. There can be a potentially lingering loss of focus, time and opportunity as day-to-day morale declines.

**The solution?** Fair compensation that bridges the interests of all parties.



# A Process for Bridging Fairness

**T**ypically, board members and organization leaders are uncomfortable with compensation negotiations. Many do not understand, appreciate or embrace the issues, possibilities and ramifications. And everyone differs as to what is "FAIR."

Fortunately, with the right process, you can engineer successful, lasting and rewarding compensation packages for your leadership and staff.

**As a board, you want** the president, head or executive director to lead, nurture, grow—and stay. You need to understand the foundation for compensation agreements and be confident leaders and staff will vigorously pursue your organization's mission undistracted by financial concerns.



**As president, head or executive director,** you want to stay and contribute to your institution or school. You must feel you have the support of the board and your personal, financial and family needs are meaningfully addressed.

**Together, you desire** to come to agreement on a compensation program that builds the bridge to what all see as fair—because the goal is valued contribution and longevity of service.





## **Significant Responsibilities, High Expectations**

Much like the CEOs of for-profit multi-million dollar operations, leaders of non-profit institutions manage substantial enterprises. These are demanding positions with many challenges:

- “Profit and loss” responsibilities including day-to-day management of operations.
- Communication with constituents as to the value of your institution.
- Expectations to attract, retain and continually motivate faculty, staff or administrators.
- Raising capital and monitoring all financing issues.
- Development of endowment resources.
- Government-mandated benefit and retirement requirements.
- Long-range strategic planning.

## **Bridging Differing Starting Points**

Initially, no organization head or board chair defines “FAIR” the same way. Calfee Financial will assist your organization in bridging these positions to provide a win-win solution. There is no “zero-sum” aspect to what we do.

The goal is to arrive collegially at a compensation design that satisfies all parties. This enables everyone to focus on carrying out the institution’s mission and vision.

## The Calfee Financial Process

We are always engaged by and work for the board to assist in the development of compensation, salary, benefit and incentive programs for leaders, key staff and the entire institution. The Calfee Financial Process is:

- **Specific:** We visit your institution and meet with the executive director, president or head, the board and other committees and parties you feel will provide insight. We learn your culture and history. We ask questions—and we listen.
- **Strategic:** We ask about the mission and strategic planning for the institution and how the compensation philosophy and programs can better enable you to achieve your goals.
- **Open and collaborative:** Our services are designed to build a supportive advocacy relationship in which everyone's interests are represented. We will not enter into an adversarial relationship. The board should understand the reasoning behind the compensation program as the organization leader should understand the board's expectations.
- **Methodical:** The process of crafting compensation philosophies and packages gains in credibility with careful and judicious vetting of opinions and provision for input from all vested parties. We devote the hours required to develop, with the appropriate board committees, the time-line for review of compensation and benefit packages.
- **Wide-ranging:** We conduct a comprehensive study of current compensation and benefit packages for competitive analysis and market comparison based on current needs and projected future requirements. We help you decipher the complexities and possibilities of compensation.

## Whom we serve

Calfee Financial serves foundations, non-profits, civic organizations and independent, Montessori private and charter schools and other institutions.

## For More on Our Qualifications

For more details on our more than three decades of business, non-profit and planning experience, extensive financial and benefits planning expertise, and intimate knowledge of the workings of institutions and independent schools, please call us or visit [www.calfee-compensation.com](http://www.calfee-compensation.com).

# Calfee Financial Compensation Clients

## Independent schools

- Archer School for Girls; Brentwood, California
- Aspen Academy; Greenwood Village, Colorado
- Breck School; Minneapolis, Minnesota
- Buckley School; Manhattan, New York
- Cincinnati Country Day; Cincinnati, Ohio
- Covenant of the Sacred Heart; New York, New York
- Eton School; Bellevue, Washington
- Fessenden School; West Newton, Massachusetts
- Friends School of Wilmington; Wilmington, North Carolina
- Germantown Academy; Fort Washington, Pennsylvania
- Hawken School; Gates Mills, Ohio
- Hockaday School; Dallas, Texas
- Miami Valley School; Dayton, Ohio
- Miss Porter's School; Farmington, Connecticut
- New Canaan Country School; New Canaan, Connecticut
- North Shore Country Day; Winnetka, Illinois
- Northrop Blake Highcroft; Minneapolis, Minnesota
- Old Trail School; Bath, Ohio
- Pingry School; Basking Ridge, New Jersey
- Presbyterian Day School; Memphis, Tennessee
- Providence Day School; Charlotte, North Carolina
- Ransom Everglades School; Coconut Grove, Florida
- Ruffing Montessori School; Cleveland, Ohio
- Saint Edward's School; Vero Beach, Florida
- Sayre School; Lexington, Kentucky
- St Luke's School; New Canaan, Connecticut
- The Elisabeth Morrow School; Englewood, New Jersey
- The King School; Stamford, Connecticut
- The Masters School; Dobbs Ferry, New York
- The Peck School; Morristown, New Jersey
- The Wardlaw-Hartridge School; Edison, New Jersey
- The Webb School; Claremont, California
- Waynflete School; Portland, Maine
- York School; Monterey, California

## Non-profit organizations

- Bonnie Brae; Liberty Corner, New Jersey
- Fieldstone Farms Therapeutic Riding Center; Chagrin Falls, Ohio
- Sarasota Military Academy; Sarasota, Florida
- St. Luke's Foundation; Cleveland, Ohio
- The Gathering Place; Northeast Ohio
- Western Reserve Land Conservancy; Hunting Valley, Ohio
- Non-profit charitable foundation; Jackson Hole, Wyoming

And many others.

## Every Institution is Unique, Requiring Individualized Solutions

No two institutions, leaders or circumstances are exactly the same. Your compensation and benefits philosophy should be tailored accordingly.

You need more than a well-crafted compensation agreement—you need a process, a framework, which fosters accord and unreservedly embraces your distinctive culture and vision. A process that: is transparent, collaborative, strategic, practical and creative; and fully embraces the unique culture, history, values, needs and mission of your institution apart from national averages, “competitive” research, grids, matrices and surveys.

Bring that framework to your institution with Calfee Financial. We provide the open and individualized methodology and process that enables your institution to build strategic and lasting compensation philosophies and programs.

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