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**Introduction**

Compdata Surveys is pleased to present the twelfth edition of *Executive Compensation: The National Executive & Senior Management Compensation Survey*.

*Executive Compensation* analyzes national and regional data by base pay and total cash compensation for sixty-seven selected executive and senior management positions. In addition to cash compensation information, executive perquisite programs and long-term and short-term incentive plans are reported. Based on data collected from over 4,500 organizations with over 22,000 incumbents in 47 states, *Executive Compensation* includes revenue, industry, organization size, and regional profiles. The national breakout, the five regional breakouts, the eight industry groups and the annual revenue tables provide a comprehensive view of the executive market.

*Executive Compensation 2011/2012: The National Executive & Senior Management Compensation Survey* provides in-depth information on base and total cash compensation. Average base salaries, average total compensation, medians, weighted base salaries, and weighted total compensation are reported for each position. Where available, historical data is given to demonstrate pay trends.

The survey is organized as follows:

- General Overview
- Participant Profile
- Titles and Descriptions
- Executive Annual Salary & Total Compensation
- Senior Management Annual Salary & Total Compensation
- Terms and Definitions

**Survey Methodology**

The information was collected during the first half of 2011. Prior to publishing results, an aging factor was used to establish an overall effective date of March 1, 2011. Organizations may have provided data for multiple locations and in more than one industry. No data elements are reported with fewer than five participating organizations and five incumbent rates. As a matter of policy, the data is maintained in absolute confidentiality and individual participant data is never revealed.

**Revenue and Organization Size Breakouts**

Revenue (Millions)
Not Reported
Up to \$20.0
\$20.0 up to 75.0
\$75.0 up to 300.0
\$300.0 up to 1000.0
\$1000.0 up to 3000.0
\$3000.0 and Up

Organization Size (# of Employees)
Up to 100
101 to 200
201 to 500
501 to 1000
1001 to 5000
Over 5000

## General Overview

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### Industry Breakouts

<b>Banking and Finance</b>	Includes banking, credit union, financial brokerage and mortgage organizations.
<b>Healthcare</b>	Includes direct care facilities such as critical access hospitals, hospitals, long-term care facilities and managed care entities. Also includes medical practice and diagnostic facilities. Does not include non-patient care entities such as pharmaceutical firms, health insurance providers or independent living facilities.
<b>Hospitality</b>	Includes hotels, inns, resorts, restaurants, casinos and other similar organizations.
<b>Insurance</b>	Includes organizations providing sales, service and basic insurance programs for the public and private sector.
<b>Mfg. &amp; Distribution</b>	Includes facilities producing durable or non-durable tangible goods. Includes organizations primarily involved in the distribution, warehousing or transportation of goods.
<b>Not-For-Profit</b>	Includes associations, libraries, museums, educational institutions, religious organizations and government entities.
<b>Services</b>	Includes law, accounting, and engineering firms, cable companies, real estate/construction companies, household goods moving companies or trucking, technology and data processing organizations, and business and personal service companies.
<b>Utilities</b>	Includes electric power, natural gas, water, sewage, and other similar organizations.

## Geographic Breakouts

<b>National</b>	Includes the Midwest, Northeast, South Central, Southeast and West regions.
<b>Midwest</b>	Includes the states of Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.
<b>Northeast</b>	Includes the states of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont and Virginia.
<b>South Central</b>	Includes the states of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee and Texas.
<b>Southeast</b>	Includes the states of Florida, Georgia, North Carolina, South Carolina, Virginia and West Virginia.
<b>West</b>	Includes the states of Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming.

## Data Presentation

### Average Base Salary Trends

Where available, historical data is given to demonstrate pay trends. Please note, changes to geographic breakouts may account for differences in historical data published in prior years' editions of *Executive Compensation*. Salary figures are expressed in thousands of dollars.

### Annual Base Salary, Total Compensation & Median

National and regional tables present executive and senior management average base salary, average total compensation, median, weighted base salary, and weighted total compensation by position. Each region includes breakouts by revenue, organization size and industry. An organization's annual revenue size is expressed in millions. All salary information is expressed in thousands. A breakout of data will not display when there is less than five organizations that provide an average base salary. In those instances where an individual organization's data represents more than twenty-five percent of the weighted basis of the statistic, (---) is displayed.

### Executive Incentives

For each executive position, data is presented on employment contracts, perquisites, long-term incentives, stock guidelines, short-term incentives, and reward systems. When incentive data is provided by less than five organizations, (---) is displayed.