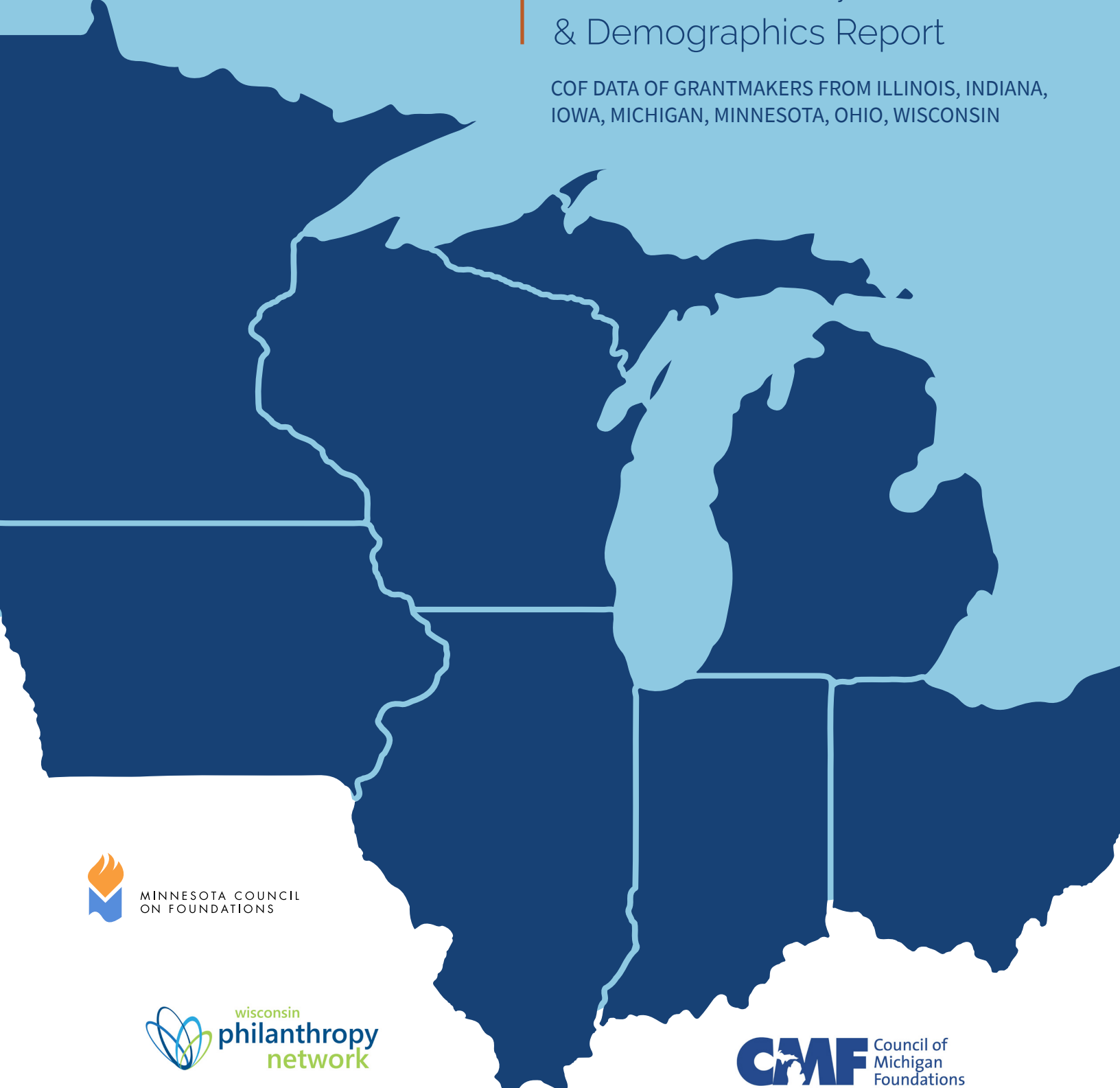


2022 Midwest

Grantmaker Salary, Benefits, & Demographics Report

COF DATA OF GRANTMAKERS FROM ILLINOIS, INDIANA,
IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN



MINNESOTA COUNCIL
ON FOUNDATIONS



wisconsin
philanthropy
network



Council of
Michigan
Foundations



IOWA
COUNCIL
of
FOUNDATIONS

ForefrOnt



Indiana
Philanthropy
Alliance



Philanthropy
Ohio

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Introduction

The 2022 Midwest Grantmaker Salary, Benefits, and Demographics Report using data accessed with permission from the Council on Foundation's (COF) Benchmark Central Tool by the following philanthropy supporting organizations (PSOs): Council of Michigan Foundations, Forefront, Indiana Philanthropy Alliance, Iowa Council of Foundations, Minnesota Council on Foundations, Philanthropy Ohio, and Wisconsin Philanthropy Network. Questions about data included within this report should be directed to Brittany Kienker, Ph.D., at bkienker@michiganfoundations.org or 734.335.1460.

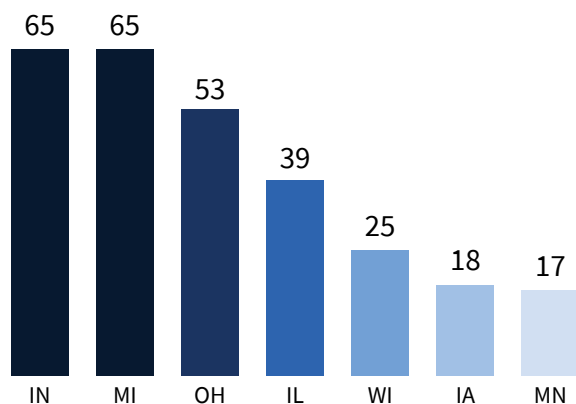
This report includes information on full-time paid foundation staff within Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, and Wisconsin reported to COF as of February 1, 2022. Further copying and distribution without COF express written permission is prohibited. Grantmakers that submitted data to COF through their 2022 Grantmaker Salary and Benefits survey may access the full dataset at bmc.cof.org.

Note that the COF dataset does not display statistics when the number of organizations is less than five within a category or if one organization comprises more than 25 percent of the total. It is recommended that foundations use this data in combination with other data sources to ensure a robust methodology for determining staff salaries in the year ahead.

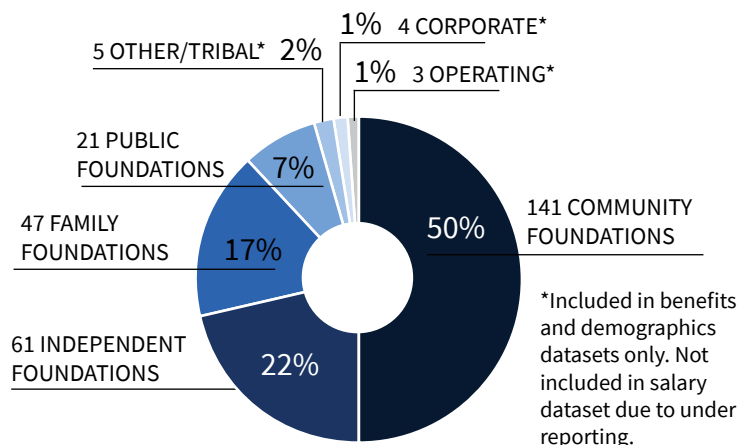
Key terms that may be useful in interpreting this data:

- » **Average/Mean:** The average or mean value is found near the middle of a data set, calculated by dividing the sum of the data set by the number of values within it. For example, a data set of 2, 3, 6, 7, and 8 would be calculated as: $(2+3+6+7+8)/5=5.2$. An average/mean does not have to be an actual, whole number within the data set.
- » **Median:** The median is the central or midpoint value within a data set. For example, a data set of 2, 3, 6, 7, and 8 would have 6 as the median value. For data sets with an even number of values, the middle two values are averaged to reach a median value. The median may also be known as the 50th percentile.
- » **25th Percentile:** Known as the first quartile, the 25th percentile means that 25% of the values are lower than this point in the data set. For salary survey data, the 25th percentile would indicate the salary is closer to the lower end of the salary scale for a given category.
- » **75th Percentile:** Also known as the third quartile, the 75th percentile means that 75% of the values are lower than this point in the data set. For salary survey data, the 75th percentile would indicate the salary is closer to the higher end of the salary scale for a given category.

SURVEY PARTICIPANTS BY STATE



SURVEY PARTICIPANTS BY TYPE



Job Title Descriptions

The COF Grantmaker Salary and Benefits Survey obtains data on 36 distinct positions frequently found within grantmaking organizations. This section includes COF's descriptions of these job titles and the responsibilities of these individuals.

Chief Executive Officer/President

This position is responsible for directing the overall staff, program, and administrative activities of the organization. They work closely with the board to develop the organization's vision and strategies and are responsible for the organization's effective use of financial and human resources. This position may also be called Executive Director, Administrator, or other titles. For small-staffed (i.e. five or fewer staff) foundations, this is the top staff position. For corporate grantmakers, this position is often referred to as Chief Giving Officer (CGO).

Associate Director/Executive Vice President

This is the number two role in the organization. They report to the CEO/President and are responsible for directing at least one or more major programs and/or administrative activity of the organization. They exercise discretionary power in significant matters and are designated the officer in charge of the organization's daily activities in the CEO's absence.

Vice President (Administration)

This position directs multiple internal administrative activities such as personnel, information systems, and office administration. They may also oversee the organization's financial activities. They also establish policies and procedures to manage support activities. (Not the number two role.)

General Counsel

This position serves as the organization's chief legal adviser, providing legal counsel to board members, senior management, and other employees as needed. They develop internal corporate governance

policies and manage a broad range of contractual, litigation, tax, regulatory, compliance, and employee matters. They may supervise the work of other in-house attorneys as well as outside counsel. This position may also be called Corporate Counsel.

Chief Financial Officer

This position directs financial and accounting activities. They may also oversee investment management, investment policy development, and asset allocation.

Controller

This position is responsible for the operation of financial and bookkeeping services, including preparation of financial analyses, income and expense reports, budgets, and federal reporting. They may also be responsible for directing purchasing, payroll, and other financial operations. This position may also be called Director of Finance or Director of Accounting.

Chief Investment Officer

This position manages investment assets. They may also oversee outside investment managers. (If separate from Chief Financial Officer.)

Director of Impact Investing

This position is responsible for program-related and/or mission-related investment programs, including strategy and approach, identification of investment opportunities, due diligence, and implementation and monitoring of mission investments. This position may also be called Director of Program-Related Investments, Director of Mission Investing, or Director of Social Investments.

Assistant Treasurer

This position provides professional assistance to the Chief Financial Officer/Treasurer.

Accountant

This position maintains financial record systems and provides auditing services and financial statements to the organization's management team.

Accounting Clerk

This position provides a variety of recordkeeping services to the Accountant, Controller, or others managing the organization's finances.

Vice President (Program)

This position directs the organization's program activities, including grantmaking, special projects, and other programs operated by the organization. They are responsible for establishing policies and procedures to manage the organization's programs. At large foundations, there may be several staff with this role.

Program Director

This position manages the grantmaking program of a specific focus area (education, arts/humanities, health, etc.) or geographic region. They recommend (or have authority to approve in some cases) distribution of grant dollars within budget for their program area.

Senior Program Officer

This position supervises other program staff in implementing grantmaking and/or in-house programs, in addition to performing the duties outlined in the Program Officer description.

Program Officer

This position is responsible for investigating and evaluating grant proposals and/or implementing in-house programs. In organizations with several paid staff members, they may be focused on one subject area or geographic region. In organizations with few paid staff, Program Officers are usually responsible for most aspects of the grantmaking process (including program research, grantee proposal evaluation, grant activity tracking, post-grant evaluation, etc.).

Program Associate

This position evaluates grant proposals, conducts background research, and prepares proposals for funding. This is often an entry-level Program Officer position in organizations with several paid staff.

Program Assistant

This position assists the Program Officer(s) and provides general administrative support. They may also keep track of grants if there is no Grants Manager/Administrator.

Vice President or Chief Development/ Advancement Officer

This position is the senior staff person responsible for resource development and promotional efforts of the foundation. They oversee donor services, fundraising, gift recognition, special events, and marketing activities. This role is responsible for creating new funds and delivering services to donors.

Director of Donor Services/Donor Services Officer

This position reports to the Vice President or Chief Development/Advancement Officer. They are responsible for all donor relations and service activities. They coordinate content, format, logistics, and other details for events administered by the organization; this role assists in the development of programs to establish and maintain good relations with potential and current donors, in coordination with the Vice President or Chief Development/Advancement Officer and often also with the Vice President of Programs.

Director of Gift Planning/Gift Planning Officer

This position reports to the Vice President or Chief Development/Advancement Officer. They develop, facilitate, and market current and/or deferred and testamentary gifts from existing and prospective donors. This role serves as liaison with attorneys, accountants, financial advisors, and other intermediaries and agents of wealth. They plan, develop, and implement continuing education events for professional advisors. They also identify new donors and intermediaries to secure outright and/or planned gifts to the foundation in coordination with the Vice President or Chief Development/Advancement Officer.

Donor Service/Development/Advancement Assistant

This position reports to the Vice President or Chief Development/Advancement Officer. They provide administrative and other support to the Development/Donor Services staff within the foundation, in the creation of donor-related and/or development-related communications, public relations, research, and special events.

Director of Communications

This position directs the organization's communications activities, including publications, public/press relations, creation/maintenance of website, and production of the organization's annual report. They establish policies and practices to develop and maintain the desired image of the organization. This position may also be called Director of External Affairs or Communications Specialist.

Communications Associate

This position is responsible for the development and production of internal and/or external newsletters, mailing lists, social media, and collateral materials. They perform administrative duties in support of senior communications staff.

Research Director

This position directs the organization's research activities or carries out organization-funded research projects. They are often part of an in-house operating research program.

Research Associate

This position performs professional research duties and administrative support as directed by the Research Director. This position may also be called Research Specialist.

Chief Technology Officer

This position is responsible for determining and developing a strategy for long-term, organization-wide information needs, including systems development and hardware acquisition and integration. This position may also be called Director of Information Technology, Manager of Information Systems, or Manager of Information

Technology; it was formerly designated as Director of Information Systems for the purposes of this survey.

Computer Professional

This position handles network administration, computer programming, data processing, or database management activities. They may provide technical assistance to other staff (financial, grants managers, others) regarding the organization's computer equipment. This position may also be called Information Technology Specialist or Technician. This was formerly designated as Technology Professional for the purposes of this survey.

Office Manager

This position oversees the operation and maintenance of facilities, office services, and related functions. They develop, recommend, and implement policies and procedures for office operation and maintenance of all facilities. This position may also be called Operations Manager or Administrative Services Manager.

Librarian

This position manages the organization's in-house library and may assist program staff by conducting background research.

Grants Manager/Administrator

This position is responsible for tracking grants made by the organization and obtaining and maintaining reports required from grantees.

Grants Management Assistant

This position provides administrative support for grants processing, including tracking grants made by the organization and obtaining and maintaining reports required from grantees.

Director of Human Resources

This position is responsible for directing the human resource activities of the organization, including recruitment, hiring, benefits, compensation, orientation, and training. They are responsible for establishing personnel policies, procedures, and practices.

Human Resources Professional

This position is responsible for directing at least one major area of the human resource activities of the organization, such as employment, compensation and benefits, employee relations, and/or training. They recommend policies, procedures, and practices related to her/his assigned area of responsibility.

Executive Assistant

This position provides managerial and administrative support to the CEO or another high-ranking officer in large organizations. This is a professional position and may include supervisory duties but no clerical activities.

Administrative Assistant

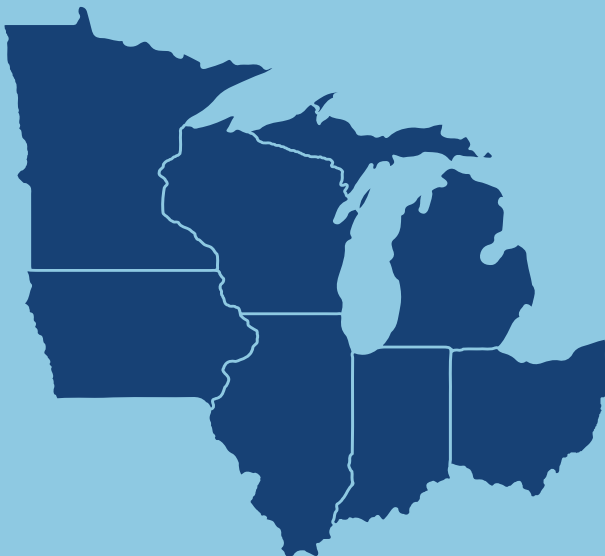
This position performs a variety of clerical duties requiring independent analysis, judgment, and knowledge of organization or departmental functions. They maintain records, process complex documents, and compile regular and special reports.

Receptionist

This position greets visitors and responds to general phone and email correspondence. They may also perform related clerical tasks.

Compensation Summary

ALL MIDWEST FOUNDATIONS



KEY

- ★ Insufficient data
- No data reported

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of organizations is less than five (too few data) or, if weighted statistics are selected, when one organization's data comprise more than 25 percent of the total (unbalanced data).

COMPENSATION SUMMARY FOR ALL MIDWEST FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
CEO	\$250 or More	395,536	263,550	312,500	459,297	133,250	913,000	50	49
	\$100 to 249.9	225,465	178,780	213,159	261,500	120,000	540,000	59	59
	\$50 to \$99.9	146,283	105,916	130,000	177,228	30,000	366,117	59	58
	\$25 to \$49.9	114,368	87,892	100,500	116,416	67,500	250,000	35	35
	\$15 to \$24.9	125,522	85,750	104,125	140,501	64,375	364,000	20	20
	Less than \$14.9	85,240	62,500	77,250	92,418	36,000	165,500	25	25
	All	203,042	102,540	162,000	245,982	30,000	913,000	248	246
Assoc Dir/EVP	\$250 or More	328,372	234,400	298,198	403,805	134,037	541,000	9	9
	\$100 to 249.9	169,996	118,093	144,824	233,643	103,000	265,000	11	9
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	4	2
	\$15 to \$24.9	*	*	*	*	*	*	3	3
	Less than \$14.9	*	*	*	*	*	*	4	4
	All	198,640	126,482	166,105	236,250	57,915	541,000	32	28
VP (Admin)	\$250 or More	217,098	141,755	185,205	285,737	125,000	448,754	15	14
	\$100 to 249.9	118,072	100,292	112,320	127,500	94,149	158,000	9	9
	\$50 to \$99.9	*	*	*	*	64,200	205,000	7	6
	\$25 to \$49.9	*	*	*	*	*	*	5	4
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	163,254	104,226	138,510	191,050	64,200	448,754	37	34

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
General Counsel	\$250 or More	270,063	212,611	254,000	289,145	187,500	463,401	8	8
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	239,312	188,829	232,605	278,125	110,210	463,401	10	10
CFO/Treasurer	\$250 or More	230,030	150,324	210,000	276,750	106,500	541,000	39	38
	\$100 to 249.9	141,027	109,814	126,961	153,992	91,312	292,000	31	31
	\$50 to \$99.9	110,474	74,925	91,119	143,970	60,000	220,851	18	17
	\$25 to \$49.9	83,978	64,377	77,095	106,999	55,000	113,000	7	7
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	165,674	105,628	143,299	210,000	39,569	541,000	97	95
Controller	\$250 or More	141,967	109,994	133,400	167,555	84,080	274,000	30	29
	\$100 to 249.9	101,642	81,862	87,787	115,548	70,485	169,230	11	11
	\$50 to \$99.9	76,967	68,750	78,587	80,221	60,000	101,900	12	12
	\$25 to \$49.9	*	*	*	*	*	*	4	4
	\$15 to \$24.9	*	*	*	*	*	*	3	3
	Less than \$14.9	*	*	*	*	*	*	3	3
	All	111,041	80,213	94,059	136,048	34,017	274,000	63	62
Chief Investment Officer	\$250 or More	528,296	225,000	566,500	816,140	153,814	895,482	7	7
	\$100 to 249.9	*	*	*	*	*	*	2	2
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	443,717	153,814	235,000	797,279	142,500	895,482	9	9

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Director of Impact Investing	\$250 or More	201,244	135,774	189,444	237,330	92,112	365,290	6	6
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	163,883	92,112	124,070	208,000	75,000	365,290	9	9
Assistant Treasurer	All	*	*	*	*	*	*	2	2
Accountant	\$250 or More	82,894	75,407	84,545	87,525	45,000	128,393	52	27
	\$100 to 249.9	62,482	56,273	61,533	69,122	47,958	79,560	18	17
	\$50 to \$99.9	*	*	*	*	50,000	99,352	11	5
	\$25 to \$49.9	*	*	*	*	*	*	5	4
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	76,320	62,595	76,500	86,191	20,885	128,393	89	56
Accounting Clerk	\$250 or More	56,170	48,870	53,055	62,475	44,600	79,189	24	18
	\$100 to 249.9	47,888	45,301	48,035	50,176	42,713	53,518	7	7
	\$50 to \$99.9	*	*	*	*	*	*	12	2
	\$25 to \$49.9	*	*	*	*	*	*	5	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	51,559	46,009	50,150	53,055	39,000	79,189	49	31

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
VP (Program)	\$250 or More	207,691	135,671	188,900	249,097	93,000	520,000	53	41
	\$100 to 249.9	115,904	104,194	112,063	123,491	75,921	180,897	19	17
	\$50 to \$99.9	109,460	74,371	85,720	106,344	70,000	231,515	6	6
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	173,574	110,610	140,426	213,468	56,272	520,000	82	68
Program Director	\$250 or More	166,488	148,904	166,091	191,081	62,000	255,447	102	35
	\$100 to 249.9	113,933	80,970	93,681	144,685	62,000	200,000	32	25
	\$50 to \$99.9	65,830	57,625	62,200	80,770	49,055	87,200	22	16
	\$25 to \$49.9	62,863	54,845	65,498	72,263	39,260	79,037	10	9
	\$15 to \$24.9	*	*	*	*	48,000	150,000	10	5
	Less than \$14.9	66,847	41,997	63,050	89,775	30,666	110,651	6	6
	All	132,232	79,493	137,750	177,030	30,666	255,447	182	96
Senior Program Officer	\$250 or More	145,991	124,993	166,983	167,153	72,500	235,571	67	26
	\$100 to 249.9	108,521	81,734	105,333	140,000	57,000	152,500	37	24
	\$50 to \$99.9	80,820	68,870	70,297	81,600	62,086	121,245	5	5
	\$25 to \$49.9	68,957	45,000	60,000	76,350	35,177	128,260	5	5
	\$15 to \$24.9	*	*	*	*	*	*	3	3
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	126,318	86,574	132,500	166,983	35,177	235,571	117	63
Program Officer	\$250 or More	108,880	83,571	104,917	139,656	47,973	175,000	174	42
	\$100 to 249.9	78,534	68,031	71,699	89,605	52,200	120,000	74	41
	\$50 to \$99.9	58,112	47,612	52,000	71,318	21,500	90,453	35	25
	\$25 to \$49.9	64,496	49,500	57,275	89,100	24,596	98,880	21	15
	\$15 to \$24.9	*	*	*	*	54,000	92,000	6	5
	Less than \$14.9	*	*	*	*	20,885	90,000	7	5
	All	91,389	67,958	87,656	110,833	20,885	175,000	317	133

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Program Associate	\$250 or More	*	*	*	*	41,900	82,450	56	24
	\$100 to 249.9	54,442	43,566	51,084	65,044	34,570	73,500	35	19
	\$50 to \$99.9	*	*	*	*	29,848	60,000	9	6
	\$25 to \$49.9	*	*	*	*	*	*	5	4
	\$15 to \$24.9	*	*	*	*	*	*	4	3
	Less than \$14.9	*	*	*	*	*	*	7	4
	All	60,510	48,700	58,631	74,500	16,800	82,450	116	60
Program Assistant	\$250 or More	*	*	*	*	35,802	99,000	73	19
	\$100 to 249.9	49,341	37,665	50,000	55,750	35,000	70,910	17	12
	\$50 to \$99.9	*	*	*	*	*	*	4	3
	\$25 to \$49.9	-	-	-	-	-	-	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	28,000	99,000	95	35
VP/Chief Dev/Adv Officer	\$250 or More	159,143	122,147	151,354	175,099	94,400	305,590	21	19
	\$100 to 249.9	120,476	104,584	117,575	143,276	55,835	183,000	16	16
	\$50 to \$99.9	84,852	81,120	82,602	88,000	77,545	94,992	5	5
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	130,809	94,998	118,792	152,362	55,835	305,590	48	46
Dir/Officer Donor Services	\$250 or More	95,754	74,958	85,833	102,297	55,700	147,570	42	17
	\$100 to 249.9	66,863	59,937	63,500	69,000	54,125	107,036	24	16
	\$50 to \$99.9	72,850	52,958	72,185	82,343	45,450	115,000	6	6
	\$25 to \$49.9	*	*	*	*	43,500	93,337	11	7
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	82,326	63,500	76,500	92,645	43,500	147,570	83	46

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Dir/Officer of Gift Planning	\$250 or More	*	*	*	*	74,970	184,800	17	9
	\$100 to 249.9	*	*	*	*	*	*	4	3
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	3	1
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	97,465	73,596	92,446	95,804	63,500	184,800	27	16
Donor Svcs/Dev/Adv Asst	\$250 or More	55,705	48,275	55,752	59,033	29,900	80,059	37	17
	\$100 to 249.9	51,919	42,333	50,000	54,710	25,385	78,605	20	17
	\$50 to \$99.9	*	*	*	*	*	*	4	3
	\$25 to \$49.9	*	*	*	*	41,500	80,088	10	5
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	55,147	46,424	53,490	59,033	20,800	152,982	74	45
Director of Communications	\$250 or More	123,352	86,869	109,945	135,900	26,667	346,466	37	34
	\$100 to 249.9	82,455	68,155	77,231	95,850	51,480	143,380	20	20
	\$50 to \$99.9	54,348	48,625	54,106	58,687	35,570	70,672	11	11
	\$25 to \$49.9	73,308	52,982	64,000	82,500	44,930	120,180	9	8
	\$15 to \$24.9	*	*	*	*	*	*	3	3
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	95,997	62,375	82,667	116,577	26,667	346,466	82	78
Communications Associate	\$250 or More	61,822	50,455	66,567	71,305	40,170	90,480	43	27
	\$100 to 249.9	51,231	44,500	50,419	52,000	38,973	85,000	17	14
	\$50 to \$99.9	54,891	47,132	53,575	60,000	36,790	77,180	9	9
	\$25 to \$49.9	46,306	38,000	51,096	55,653	28,080	58,700	5	5
	\$15 to \$24.9	*	*	*	*	*	*	3	3
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	57,581	47,296	53,578	67,274	28,080	90,480	78	59

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Research Director	\$250 or More	133,625	102,897	129,517	164,700	59,395	185,992	12	10
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	124,826	100,470	125,000	151,750	59,395	185,992	15	13
Research Associate	\$250 or More	*	*	*	*	48,696	80,714	12	8
	\$100 to 249.9	*	*	*	*	*	*	9	2
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	48,696	80,714	23	12
Director of Information Systems	\$250 or More	170,238	125,079	144,083	214,130	78,393	280,702	14	14
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	150,149	93,750	132,932	187,880	76,725	280,702	20	20
Computer Professional	\$250 or More	85,286	71,064	86,743	99,433	47,000	111,650	41	21
	\$100 to 249.9	*	*	*	*	54,439	120,500	12	8
	\$50 to \$99.9	*	*	*	*	*	*	7	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	81,198	63,000	82,813	92,226	47,000	120,500	62	32

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Office Manager	\$250 or More	81,556	58,344	69,960	103,295	41,543	161,400	17	17
	\$100 to 249.9	68,167	58,700	71,137	74,500	51,150	86,733	11	11
	\$50 to \$99.9	49,515	38,480	50,000	57,500	28,418	71,000	17	16
	\$25 to \$49.9	54,957	46,340	53,462	64,500	35,360	71,000	9	9
	\$15 to \$24.9	*	*	*	*	*	*	4	4
	Less than \$14.9	*	*	*	*	*	*	3	3
	All	62,779	47,500	57,500	71,000	28,418	161,400	61	60
Librarian	\$250 or More	75,848	60,507	69,961	86,275	59,923	102,575	5	5
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	74,626	62,509	69,238	82,197	59,923	102,575	6	6
Grants Manager	\$250 or More	86,371	63,750	77,209	108,658	45,261	140,569	38	35
	\$100 to 249.9	*	*	*	*	47,970	113,000	33	23
	\$50 to \$99.9	66,449	54,754	67,625	74,274	45,456	90,843	12	11
	\$25 to \$49.9	50,661	48,022	48,400	50,564	41,057	68,000	7	7
	\$15 to \$24.9	*	*	*	*	*	*	6	4
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	74,164	54,702	69,032	89,863	41,057	140,569	98	82

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Grants Management Assistant	\$250 or More	67,929	54,364	62,418	80,000	45,489	86,426	17	10
	\$100 to 249.9	*	*	*	*	42,636	51,400	6	5
	\$50 to \$99.9	*	*	*	*	*	*	4	4
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	56,931	43,818	51,400	77,500	30,000	86,426	31	23
Director of Human Resources	\$250 or More	166,098	126,200	147,968	199,260	92,300	303,415	14	14
	\$100 to 249.9	*	*	*	*	*	*	2	2
	\$50 to \$99.9	*	*	*	*	*	*	5	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	144,724	110,533	132,967	153,250	71,046	303,415	23	19
Human Resources Professional	\$250 or More	100,177	84,832	98,463	112,250	48,000	150,228	16	12
	\$100 to 249.9	-	-	-	-	-	-	0	0
	\$50 to \$99.9	*	*	*	*	*	*	13	1
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	48,000	150,228	29	13
Executive Assistant	\$250 or More	74,637	65,283	69,502	90,930	18,168	120,886	62	36
	\$100 to 249.9	*	*	*	*	30,000	84,000	28	18
	\$50 to \$99.9	*	*	*	*	38,131	68,840	7	6
	\$25 to \$49.9	59,110	49,304	63,426	70,388	27,500	83,000	6	6
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	67,813	55,213	67,766	81,541	18,168	120,886	106	69

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Administrative Assistant	\$250 or More	62,202	58,457	61,691	72,009	38,513	82,500	91	27
	\$100 to 249.9	50,349	43,752	47,638	53,578	33,462	88,500	40	30
	\$50 to \$99.9	45,358	40,393	44,679	45,390	31,512	84,240	15	14
	\$25 to \$49.9	37,258	31,346	37,440	44,750	21,216	49,958	7	7
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	55,738	45,167	58,000	63,421	20,474	88,500	157	82
Receptionist	\$250 or More	49,705	41,521	48,125	52,761	36,728	82,500	16	15
	\$100 to 249.9	*	*	*	*	*	*	3	3
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	47,711	41,521	45,760	52,015	27,254	82,500	21	20

The following tables represent the percentage of responding foundations that employ at least one staff person with the respective job position. The percentage is calculated based on the total number of respondents within each asset class.

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
CEO	\$250 or More	87.5%
	\$100 to 249.9	85.5%
	\$50 to \$99.9	95.1%
	\$25 to \$49.9	87.5%
	\$15 to \$24.9	87.0%
	Less than \$14.9	75.8%
	All	87.2%
Assoc Dir/EVP	\$250 or More	16.1%
	\$100 to 249.9	13.0%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	5.0%
	\$15 to \$24.9	13.0%
	Less than \$14.9	12.1%
	All	9.9%
VP (Admin)	\$250 or More	25.0%
	\$100 to 249.9	13.0%
	\$50 to \$99.9	9.8%
	\$25 to \$49.9	10.0%
	\$15 to \$24.9	4.3%
	Less than \$14.9	0.0%
	All	12.1%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
General Counsel	\$250 or More	14.3%
	\$100 to 249.9	1.4%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	4.3%
	Less than \$14.9	0.0%
	All	3.5%
CFO/Treasurer	\$250 or More	67.9%
	\$100 to 249.9	44.9%
	\$50 to \$99.9	27.9%
	\$25 to \$49.9	17.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	6.1%
	All	33.7%
Controller	\$250 or More	51.8%
	\$100 to 249.9	15.9%
	\$50 to \$99.9	19.7%
	\$25 to \$49.9	10.0%
	\$15 to \$24.9	13.0%
	Less than \$14.9	9.1%
	All	22.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Chief Investment Officer	\$250 or More	12.5%
	\$100 to 249.9	2.9%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	3.2%
Director of Impact Investing	\$250 or More	10.7%
	\$100 to 249.9	1.4%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	3.0%
	All	3.2%
Assistant Treasurer	All	1.8%
Accountant	\$250 or More	0.0%
	\$100 to 249.9	0.0%
	\$50 to \$99.9	2.5%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.7%
	All	48.2%
Accounting Clerk	\$250 or More	24.6%
	\$100 to 249.9	8.2%
	\$50 to \$99.9	10.0%
	\$25 to \$49.9	4.3%
	\$15 to \$24.9	6.1%
	Less than \$14.9	19.9%
	All	32.1%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
VP (Program)	\$250 or More	10.1%
	\$100 to 249.9	3.3%
	\$50 to \$99.9	7.5%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	3.0%
	Less than \$14.9	11.0%
	All	73.2%
Program Director	\$250 or More	24.6%
	\$100 to 249.9	9.8%
	\$50 to \$99.9	5.0%
	\$25 to \$49.9	8.7%
	\$15 to \$24.9	0.0%
	Less than \$14.9	24.1%
	All	62.5%
Senior Program Officer	\$250 or More	36.2%
	\$100 to 249.9	26.2%
	\$50 to \$99.9	22.5%
	\$25 to \$49.9	21.7%
	\$15 to \$24.9	18.2%
	Less than \$14.9	34.0%
	All	46.4%
Program Officer	\$250 or More	34.8%
	\$100 to 249.9	8.2%
	\$50 to \$99.9	12.5%
	\$25 to \$49.9	13.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	22.3%
	All	75.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Program Associate	\$250 or More	59.4%
	\$100 to 249.9	41.0%
	\$50 to \$99.9	37.5%
	\$25 to \$49.9	21.7%
	\$15 to \$24.9	15.2%
	Less than \$14.9	47.2%
	All	42.9%
Program Assistant	\$250 or More	27.5%
	\$100 to 249.9	9.8%
	\$50 to \$99.9	10.0%
	\$25 to \$49.9	21.7%
	\$15 to \$24.9	12.1%
	Less than \$14.9	21.3%
	All	12.4%
VP/Chief Dev/Adv Officer	\$250 or More	33.9%
	\$100 to 249.9	23.2%
	\$50 to \$99.9	8.2%
	\$25 to \$49.9	7.5%
	\$15 to \$24.9	4.3%
	Less than \$14.9	6.1%
	All	16.3%
Dir/Officer Donor Services	\$250 or More	30.4%
	\$100 to 249.9	23.2%
	\$50 to \$99.9	9.8%
	\$25 to \$49.9	17.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	16.3%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Dir/Officer of Gift Planning	\$250 or More	16.1%
	\$100 to 249.9	4.3%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	2.5%
	\$15 to \$24.9	4.3%
	Less than \$14.9	3.0%
	All	5.7%
Donor Svcs/Dev/Adv Asst	\$250 or More	30.4%
	\$100 to 249.9	24.6%
	\$50 to \$99.9	4.9%
	\$25 to \$49.9	12.5%
	\$15 to \$24.9	8.7%
	Less than \$14.9	3.0%
	All	16.0%
Director of Communications	\$250 or More	60.7%
	\$100 to 249.9	29.0%
	\$50 to \$99.9	18.0%
	\$25 to \$49.9	20.0%
	\$15 to \$24.9	13.0%
	Less than \$14.9	6.1%
	All	27.7%
Communications Associate	\$250 or More	48.2%
	\$100 to 249.9	20.3%
	\$50 to \$99.9	14.8%
	\$25 to \$49.9	12.5%
	\$15 to \$24.9	13.0%
	Less than \$14.9	3.0%
	All	20.9%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Research Director	\$250 or More	17.9%
	\$100 to 249.9	1.4%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	5.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	4.6%
Research Associate	\$250 or More	14.3%
	\$100 to 249.9	2.9%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	2.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	4.3%
Director of Information Systems	\$250 or More	25.0%
	\$100 to 249.9	1.4%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	5.0%
	\$15 to \$24.9	4.3%
	Less than \$14.9	3.0%
	All	7.1%
Computer Professional	\$250 or More	37.5%
	\$100 to 249.9	11.6%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	2.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	3.0%
	All	11.3%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Office Manager	\$250 or More	30.4%
	\$100 to 249.9	15.9%
	\$50 to \$99.9	26.2%
	\$25 to \$49.9	22.5%
	\$15 to \$24.9	17.4%
	Less than \$14.9	9.1%
	All	21.3%
Librarian	\$250 or More	8.9%
	\$100 to 249.9	1.4%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	2.1%
Grants Manager	\$250 or More	62.5%
	\$100 to 249.9	33.3%
	\$50 to \$99.9	18.0%
	\$25 to \$49.9	17.5%
	\$15 to \$24.9	17.4%
	Less than \$14.9	6.1%
	All	29.1%
Grants Management Assistant	\$250 or More	17.9%
	\$100 to 249.9	7.2%
	\$50 to \$99.9	6.6%
	\$25 to \$49.9	7.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	3.0%
	All	8.2%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Director of Human Resources	\$250 or More	25.0%
	\$100 to 249.9	2.9%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	2.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	3.0%
	All	6.7%
Human Resources Professional	\$250 or More	21.4%
	\$100 to 249.9	0.0%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	4.6%
Executive Assistant	\$250 or More	64.3%
	\$100 to 249.9	26.1%
	\$50 to \$99.9	9.8%
	\$25 to \$49.9	15.0%
	\$15 to \$24.9	4.3%
	Less than \$14.9	6.1%
	All	24.5%

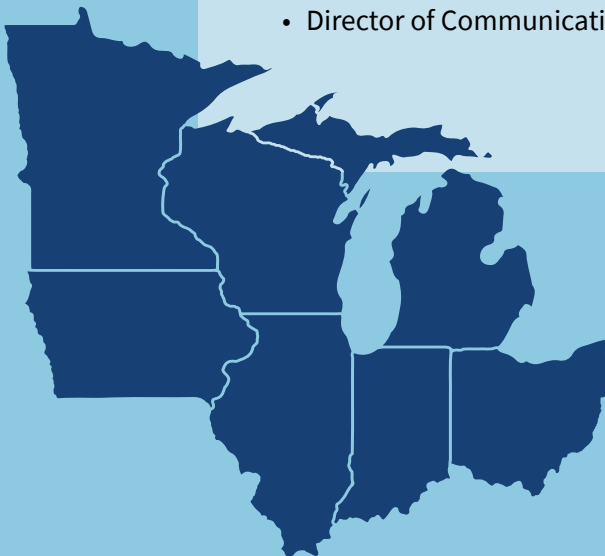
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Administrative Assistant	\$250 or More	48.2%
	\$100 to 249.9	43.5%
	\$50 to \$99.9	23.0%
	\$25 to \$49.9	17.5%
	\$15 to \$24.9	8.7%
	Less than \$14.9	6.1%
	All	29.1%
Receptionist	\$250 or More	26.8%
	\$100 to 249.9	4.3%
	\$50 to \$99.9	1.6%
	\$25 to \$49.9	2.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	7.1%

Compensation Summary

COMMUNITY FOUNDATIONS

COMMUNITY FOUNDATION COMPENSATION TRENDS

- » 97% (137 of 141) have a paid full-time CEO
- » Less than \$25M in assets are most likely to only have a paid CEO, with limited other staff
- » \$25-\$49.9M asset range are most likely to consistently grow their staff to include:
 - CEO (96% of respondents)
 - Program Officer (39%)
 - Program Director (27%)
 - Administrative Assistant (23%)
 - CFO (19%)
 - Director/Officer of Donor Services (19%)
 - Director of Communications (19%)
- » \$50-\$99.9M asset range expanded to include the following staff positions:
 - CEO (95% of respondents)
 - Program Officer (42%)
 - Program Director (37%)
 - CFO (34%)
 - Controller (29%)
 - Office Manager (29%)
 - Administrative Assistant (29%)
 - Director of Communications (26%)
- » \$100M base assets are most likely to introduce VP-level administration, covering such areas as development, programs, and administration. Over 59% have a CFO, with percentage rising to 95% at over \$250M.



KEY

- ★ Insufficient data
- No data reported

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of organizations is less than five (too few data) or, if weighted statistics are selected, when one organization's data comprise more than 25 percent of the total (unbalanced data).

COMPENSATION SUMMARY FOR COMMUNITY FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
CEO	\$250 or More	328,741	226,131	275,000	404,000	133,250	651,660	21	21
	\$100 to 249.9	183,626	156,250	184,530	200,525	120,000	285,768	26	26
	\$50 to \$99.9	126,051	102,237	120,728	142,702	83,000	190,000	36	36
	\$25 to \$49.9	93,133	82,000	95,000	101,650	67,500	134,000	25	25
	\$15 to \$24.9	85,897	71,400	86,000	94,021	65,000	115,000	9	9
	Less than \$14.9	73,841	61,017	69,509	80,313	36,000	165,500	20	20
	All	151,780	90,000	119,500	183,855	36,000	651,660	137	137
Assoc Dir/EVP	\$250 or More	*	*	*	*	*	*	3	3
	\$100 to 249.9	*	*	*	*	*	*	5	4
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	158,645	103,000	126,581	189,612	70,039	312,750	11	10
VP (Admin)	\$250 or More	*	*	*	*	125,000	191,050	7	6
	\$100 to 249.9	112,100	104,226	112,320	116,161	100,292	127,500	5	5
	\$50 to \$99.9	*	*	*	*	*	*	3	3
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	124,642	103,243	120,581	140,133	64,200	191,050	16	15

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
General Counsel	All	*	*	*	*	*	*	4	4
CFO/Treasurer	\$250 or More	184,918	143,508	164,698	220,000	106,500	304,560	21	20
	\$100 to 249.9	117,651	102,057	117,910	132,079	91,312	152,984	16	16
	\$50 to \$99.9	82,237	74,160	80,545	92,238	60,000	105,628	13	13
	\$25 to \$49.9	74,770	55,323	73,431	77,095	55,000	113,000	5	5
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	129,115	91,312	113,000	147,474	39,569	304,560	57	56
Controller	\$250 or More	122,716	94,501	130,000	136,700	84,080	176,538	14	13
	\$100 to 249.9	84,217	81,353	82,000	89,215	70,485	96,000	8	8
	\$50 to \$99.9	74,701	67,500	77,365	80,091	60,000	87,125	11	11
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	3	3
	All	91,339	74,750	82,000	96,603	34,017	176,538	39	38
Chief Investment Officer	All	-	-	-	-	-	-	0	0
Director of Impact Investing	\$250 or More	*	*	*	*	*	*	2	2
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	96,732	90,000	92,112	102,480	75,000	124,070	5	5

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Assistant Treasurer	All	*	*	*	*	*	*	1	1
Accountant	\$250 or More	76,009	71,680	75,407	85,375	45,000	90,759	27	15
	\$100 to 249.9	58,606	55,267	59,505	63,014	47,958	68,289	12	12
	\$50 to \$99.9	*	*	*	*	*	*	4	4
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	67,558	55,697	70,000	77,825	20,885	90,759	49	37
Accounting Clerk	\$250 or More	54,060	48,072	53,055	56,121	45,910	70,040	17	11
	\$100 to 249.9	48,035	44,704	48,178	51,103	42,713	53,518	6	6
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	50,840	45,910	49,136	53,287	39,000	70,040	27	21
VP (Program)	\$250 or More	157,542	121,758	137,320	183,750	93,600	249,097	24	19
	\$100 to 249.9	107,172	100,979	107,047	120,000	75,921	138,505	13	12
	\$50 to \$99.9	85,049	73,681	76,440	95,000	70,000	110,125	5	5
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	129,244	102,000	120,000	138,970	56,272	249,097	45	39

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Program Director	\$250 or More	120,561	86,015	112,862	154,211	62,000	163,800	29	14
	\$100 to 249.9	76,915	66,894	76,629	85,548	62,000	95,000	12	10
	\$50 to \$99.9	63,183	53,788	62,200	67,834	49,055	87,200	19	14
	\$25 to \$49.9	59,800	46,836	63,654	71,675	39,260	78,667	7	7
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	4	4
	All	88,314	62,200	77,000	101,424	30,666	163,800	71	49
Senior Program Officer	\$250 or More	84,619	77,250	82,690	89,343	72,500	106,000	13	9
	\$100 to 249.9	*	*	*	*	57,000	84,396	12	6
	\$50 to \$99.9	*	*	*	*	*	*	4	4
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	75,065	69,940	75,394	83,117	35,177	106,000	32	22
Program Officer	\$250 or More	78,236	68,966	77,795	82,209	47,973	124,800	49	16
	\$100 to 249.9	65,087	58,625	66,112	69,721	54,000	78,236	30	16
	\$50 to \$99.9	51,195	46,475	49,662	57,174	31,824	76,100	24	16
	\$25 to \$49.9	48,940	40,318	45,550	54,667	24,596	75,763	10	10
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	6	4
	All	65,758	54,233	66,112	76,025	20,885	124,800	120	63

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Program Associate	\$250 or More	56,060	48,700	52,692	55,784	41,900	82,431	18	10
	\$100 to 249.9	*	*	*	*	34,570	56,535	20	11
	\$50 to \$99.9	*	*	*	*	*	*	7	4
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	7	4
	All	49,280	42,282	48,700	54,039	16,800	82,431	56	33
Program Assistant	\$250 or More	*	*	*	*	35,802	58,667	12	6
	\$100 to 249.9	*	*	*	*	35,000	54,368	9	5
	\$50 to \$99.9	*	*	*	*	*	*	3	2
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	46,036	37,665	47,757	54,674	30,318	58,667	24	13
VP/Chief Dev/Adv Officer	\$250 or More	158,345	119,110	145,082	177,776	94,400	305,590	20	18
	\$100 to 249.9	110,401	104,533	116,550	119,134	55,835	147,698	13	13
	\$50 to \$99.9	84,852	81,120	82,602	88,000	77,545	94,992	5	5
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	128,246	94,994	116,625	146,224	55,835	305,590	42	40

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Dir/Officer Donor Services	\$250 or More	95,754	74,958	85,833	102,297	55,700	147,570	42	17
	\$100 to 249.9	65,116	59,546	63,500	67,332	54,125	91,952	23	15
	\$50 to \$99.9	64,419	47,277	70,000	74,370	45,450	85,000	5	5
	\$25 to \$49.9	56,116	45,261	53,081	57,720	43,500	81,020	5	5
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	81,627	61,000	74,370	87,023	43,500	147,570	75	42
Dir/Officer of Gift Planning	\$250 or More	*	*	*	*	74,970	184,800	16	8
	\$100 to 249.9	*	*	*	*	*	*	4	3
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	101,512	84,979	92,446	92,728	63,500	184,800	21	12
Donor Svcs/Dev/Adv Asst	\$250 or More	55,725	48,166	55,752	59,033	29,900	80,059	36	16
	\$100 to 249.9	50,887	42,333	49,701	53,735	25,385	78,605	18	15
	\$50 to \$99.9	*	*	*	*	*	*	3	2
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	52,485	46,407	51,825	56,868	20,800	80,059	62	38

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Director of Communications	\$250 or More	108,265	86,869	106,078	116,982	54,590	227,300	21	18
	\$100 to 249.9	74,090	66,409	73,449	81,625	55,000	105,369	12	12
	\$50 to \$99.9	54,372	47,938	54,855	59,344	35,570	70,672	10	10
	\$25 to \$49.9	53,382	52,000	52,982	53,000	44,930	64,000	5	5
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	81,819	57,037	74,634	100,447	35,570	227,300	50	47
Communications Associate	\$250 or More	55,449	47,787	52,375	66,567	40,170	68,768	29	17
	\$100 to 249.9	49,428	44,270	50,419	52,000	38,973	67,418	15	12
	\$50 to \$99.9	48,640	45,533	49,065	52,931	36,790	58,344	6	6
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	52,272	44,968	50,997	59,914	28,080	68,768	55	40
Research Director	All	*	*	*	*	*	*	4	3
Research Associate	All	*	*	*	*	*	*	3	3
Director of Information Systems	\$250 or More	146,429	97,546	145,000	195,760	78,393	215,000	7	7
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	137,716	86,326	125,561	187,880	76,725	215,000	8	8

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Computer Professional	\$250 or More	*	*	*	*	47,000	109,489	24	11
	\$100 to 249.9	*	*	*	*	*	*	4	3
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	83,337	66,860	86,743	99,433	47,000	109,489	29	15
Office Manager	\$250 or More	61,973	54,977	63,195	72,315	41,543	76,311	6	6
	\$100 to 249.9	61,559	52,645	55,000	74,000	51,150	75,000	5	5
	\$50 to \$99.9	44,775	35,236	46,116	50,682	28,418	69,392	11	11
	\$25 to \$49.9	*	*	*	*	*	*	4	4
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	51,077	38,480	51,150	57,500	28,418	76,311	29	29
Librarian	All	-	-	-	-	-	-	0	0
Grants Manager	\$250 or More	66,424	58,162	63,750	74,491	45,261	93,165	17	14
	\$100 to 249.9	*	*	*	*	50,200	84,902	14	5
	\$50 to \$99.9	*	*	*	*	*	*	4	4
	\$25 to \$49.9	*	*	*	*	*	*	4	4
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	59,911	53,134	54,928	63,750	41,057	93,165	42	30

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Grants Management Assistant	\$250 or More	*	*	*	*	*	*	1	1
	\$100 to 249.9	*	*	*	*	*	*	2	2
	\$50 to \$99.9	*	*	*	*	*	*	3	3
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	38,577	32,760	38,480	45,000	30,000	48,801	9	9
Director of Human Resources	\$250 or More	137,885	125,000	143,936	152,000	92,300	176,191	5	5
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	119,353	83,650	125,000	147,968	71,046	176,191	7	7
Human Resources Professional	\$250 or More	*	*	*	*	48,000	98,463	7	5
	\$100 to 249.9	-	-	-	-	-	-	0	0
	\$50 to \$99.9	-	-	-	-	-	-	0	0
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	48,000	98,463	7	5

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Executive Assistant	\$250 or More	64,957	58,733	67,766	69,004	43,200	102,000	24	16
	\$100 to 249.9	56,601	46,524	50,765	69,383	38,400	78,978	6	6
	\$50 to \$99.9	*	*	*	*	*	*	4	4
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	60,053	49,000	59,740	69,004	27,500	102,000	37	29
Administrative Assistant	\$250 or More	*	*	*	*	38,513	58,959	20	8
	\$100 to 249.9	47,269	41,971	47,501	52,514	36,000	66,500	19	17
	\$50 to \$99.9	42,135	39,473	42,313	44,759	31,512	51,200	12	11
	\$25 to \$49.9	35,718	30,019	35,720	41,610	21,216	49,958	6	6
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	44,754	39,553	44,835	49,969	20,474	66,500	60	45
Receptionist	\$250 or More	48,929	41,521	46,104	50,630	36,728	82,500	12	11
	\$100 to 249.9	*	*	*	*	*	*	2	2
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	46,611	40,639	44,558	48,886	27,254	82,500	15	14

The following tables represent the percentage of responding foundations that employ at least one staff person with the respective job position. The percentage is calculated based on the total number of respondents within each asset class.

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
CEO	\$250 or More	100.0%
	\$100 to 249.9	96.3%
	\$50 to \$99.9	94.7%
	\$25 to \$49.9	96.2%
	\$15 to \$24.9	100.0%
	Less than \$14.9	100.0%
	All	97.2%
Assoc Dir/EVP	\$250 or More	14.3%
	\$100 to 249.9	14.8%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	11.1%
	Less than \$14.9	10.0%
	All	7.1%
VP (Admin)	\$250 or More	28.6%
	\$100 to 249.9	18.5%
	\$50 to \$99.9	7.9%
	\$25 to \$49.9	3.8%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	10.6%
General Counsel	All	2.8%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
CFO/Treasurer	\$250 or More	95.2%
	\$100 to 249.9	59.3%
	\$50 to \$99.9	34.2%
	\$25 to \$49.9	19.2%
	\$15 to \$24.9	0.0%
	Less than \$14.9	10.0%
	All	39.7%
Controller	\$250 or More	61.9%
	\$100 to 249.9	29.6%
	\$50 to \$99.9	28.9%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	11.1%
	Less than \$14.9	15.0%
	All	27.0%
Chief Investment Officer	All	0.0%
Director of Impact Investing	\$250 or More	9.5%
	\$100 to 249.9	3.7%
	\$50 to \$99.9	2.6%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	3.5%
Assistant Treasurer	All	70.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Accountant	\$250 or More	71.4%
	\$100 to 249.9	44.4%
	\$50 to \$99.9	10.5%
	\$25 to \$49.9	11.5%
	\$15 to \$24.9	11.1%
	Less than \$14.9	10.0%
	All	26.2%
Accounting Clerk	\$250 or More	52.4%
	\$100 to 249.9	22.2%
	\$50 to \$99.9	2.6%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	14.9%
VP (Program)	\$250 or More	90.5%
	\$100 to 249.9	44.4%
	\$50 to \$99.9	13.2%
	\$25 to \$49.9	3.8%
	\$15 to \$24.9	22.2%
	Less than \$14.9	0.0%
	All	27.7%
Program Director	\$250 or More	66.7%
	\$100 to 249.9	37.0%
	\$50 to \$99.9	36.8%
	\$25 to \$49.9	26.9%
	\$15 to \$24.9	0.0%
	Less than \$14.9	20.0%
	All	34.8%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Senior Program Officer	\$250 or More	42.9%
	\$100 to 249.9	22.2%
	\$50 to \$99.9	10.5%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	11.1%
	Less than \$14.9	0.0%
	All	15.6%
Program Officer	\$250 or More	76.2%
	\$100 to 249.9	59.3%
	\$50 to \$99.9	42.1%
	\$25 to \$49.9	38.5%
	\$15 to \$24.9	11.1%
	Less than \$14.9	20.0%
	All	44.7%
Program Associate	\$250 or More	47.6%
	\$100 to 249.9	40.7%
	\$50 to \$99.9	10.5%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	22.2%
	Less than \$14.9	20.0%
	All	23.4%
Program Assistant	\$250 or More	28.6%
	\$100 to 249.9	18.5%
	\$50 to \$99.9	5.3%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	9.2%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
VP/Chief Dev/Adv Officer	\$250 or More	85.7%
	\$100 to 249.9	48.1%
	\$50 to \$99.9	13.2%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	11.1%
	Less than \$14.9	5.0%
	All	28.4%
Dir/Officer Donor Services	\$250 or More	81.0%
	\$100 to 249.9	55.6%
	\$50 to \$99.9	13.2%
	\$25 to \$49.9	19.2%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	8.5%
Dir/Officer of Gift Planning	\$250 or More	38.1%
	\$100 to 249.9	11.1%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	8.5%
Donor Svcs/Dev/Adv Asst	\$250 or More	76.2%
	\$100 to 249.9	55.6%
	\$50 to \$99.9	5.3%
	\$25 to \$49.9	11.5%
	\$15 to \$24.9	11.1%
	Less than \$14.9	5.0%
	All	27.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Director of Communications	\$250 or More	85.7%
	\$100 to 249.9	44.4%
	\$50 to \$99.9	26.3%
	\$25 to \$49.9	19.2%
	\$15 to \$24.9	0.0%
	Less than \$14.9	10.0%
	All	33.3%
Communications Associate	\$250 or More	81.0%
	\$100 to 249.9	44.4%
	\$50 to \$99.9	15.8%
	\$25 to \$49.9	11.5%
	\$15 to \$24.9	11.1%
	Less than \$14.9	5.0%
	All	28.4%
Research Director	All	2.1%
Research Associate	All	2.1%
Director of Information Systems	\$250 or More	33.3%
	\$100 to 249.9	3.7%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	5.7%
Computer Professional	\$250 or More	52.4%
	\$100 to 249.9	11.1%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	10.6%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Office Manager	\$250 or More	28.6%
	\$100 to 249.9	18.5%
	\$50 to \$99.9	28.9%
	\$25 to \$49.9	15.4%
	\$15 to \$24.9	11.1%
	Less than \$14.9	10.0%
	All	20.6%
Librarian	All	0.0%
Grants Manager	\$250 or More	66.7%
	\$100 to 249.9	18.5%
	\$50 to \$99.9	10.5%
	\$25 to \$49.9	15.4%
	\$15 to \$24.9	22.2%
	Less than \$14.9	5.0%
	All	21.3%
Grants Management Assistant	\$250 or More	4.8%
	\$100 to 249.9	7.4%
	\$50 to \$99.9	7.9%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	6.4%
Director of Human Resources	\$250 or More	23.8%
	\$100 to 249.9	3.7%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	5.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Human Resources Professional	\$250 or More	23.8%
	\$100 to 249.9	0.0%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	3.5%
Executive Assistant	\$250 or More	76.2%
	\$100 to 249.9	22.2%
	\$50 to \$99.9	10.5%
	\$25 to \$49.9	7.7%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.0%
	All	20.6%
Administrative Assistant	\$250 or More	38.1%
	\$100 to 249.9	63.0%
	\$50 to \$99.9	28.9%
	\$25 to \$49.9	23.1%
	\$15 to \$24.9	11.1%
	Less than \$14.9	10.0%
	All	31.9%
Receptionist	\$250 or More	52.4%
	\$100 to 249.9	7.4%
	\$50 to \$99.9	2.6%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	9.9%

Compensation Summary

FAMILY FOUNDATIONS

FAMILY FOUNDATION COMPENSATION TRENDS

- » Only 68% (32 of 47) have a paid full-time CEO. This number declines to 59% with assets below \$125M and rises to 80% for those above \$125M.
- » Those below \$125M in assets are most likely to have a CEO (59% of respondents), Program Officer (33%), and VP of Administration (19%).
- » Those above \$125M in assets are likely to have the following positions:
 - CEO (80% of respondents)
 - Program Officer (80%)
 - Grants Manager (55%)
 - Program Director (50%)
 - Senior Program Officer (45%)
 - Executive Assistant (40%)
 - CFO (35%)
 - VP of Programs (35%)
 - Program Associate (35%)
 - Administrative Assistant (35%)



KEY

- ★ Insufficient data
- No data reported

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of organizations is less than five (too few data) or, if weighted statistics are selected, when one organization's data comprise more than 25 percent of the total (unbalanced data).

COMPENSATION SUMMARY FOR FAMILY FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
CEO	\$125 or More	281,397	230,000	268,729	325,000	184,400	448,048	17	16
	\$0 to \$124.9	146,545	106,875	146,500	194,625	30,000	226,748	16	16
	All	216,014	150,000	217,000	268,729	30,000	448,048	33	32
Assoc Dir/EVP	All	*	*	*	*	*	*	3	3
VP (Admin)	\$125 or More	-	-	-	-	-	-	0	0
	\$0 to \$124.9	143,765	100,000	150,000	168,226	100,000	200,600	5	5
	All	143,765	100,000	150,000	168,226	100,000	200,600	5	5
General Counsel	All	-	-	-	-	-	-	0	0
CFO/Treasurer	\$125 or More	194,694	150,000	172,400	215,500	128,796	330,660	7	7
	\$0 to \$124.9	*	*	*	*	*	*	1	1
	All	190,482	152,500	166,700	198,250	128,796	330,660	8	8
Controller	All	*	*	*	*	*	*	3	3
Chief Investment Officer	All	*	*	*	*	*	*	1	1
Director of Impact Investing	All	*	*	*	*	*	*	1	1
Assistant Treasurer	All	*	*	*	*	*	*	1	1
Accountant	All	*	*	*	*	*	*	2	2
Accounting Clerk	All	*	*	*	*	*	*	1	1
VP (Program)	\$125 or More	195,393	140,500	188,900	229,177	93,000	346,500	7	7
	\$0 to \$124.9	*	*	*	*	*	*	1	1
	All	189,719	143,750	172,450	218,766	93,000	346,500	8	8
Program Director	\$125 or More	*	*	*	*	80,000	187,425	24	10
	\$0 to \$124.9	*	*	*	*	*	*	1	1
	All	*	*	*	*	74,100	187,425	25	11

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Senior Program Officer	\$125 or More	145,818	121,239	133,700	146,250	97,490	235,571	12	9
	\$0 to \$124.9	*	*	*	*	*	*	2	2
	All	142,434	117,900	130,380	138,725	97,490	235,571	14	11
Program Officer	\$125 or More	104,108	87,656	103,417	108,538	62,837	161,788	32	16
	\$0 to \$124.9	*	*	*	*	21,500	98,236	13	9
	All	97,882	87,656	97,000	105,000	21,500	161,788	45	25
Program Associate	\$125 or More	71,404	66,150	69,080	77,500	60,050	82,450	13	7
	\$0 to \$124.9	*	*	*	*	*	*	2	2
	All	68,433	65,703	69,080	74,625	47,250	82,450	15	9
Program Assistant	All	*	*	*	*	*	*	5	4
VP/Chief Dev/Adv Officer	All	*	*	*	*	*	*	1	1
Dir/Officer Donor Services	All	-	-	-	-	-	-	0	0
Dir/Officer of Gift Planning	All	-	-	-	-	-	-	0	0
Donor Svcs/Dev/Adv Asst	All	-	-	-	-	-	-	0	0
Director of Communications	All	*	*	*	*	*	*	4	4
Communications Associate	All	*	*	*	*	*	*	1	1
Research Director	All	*	*	*	*	*	*	1	1
Research Associate	All	-	-	-	-	-	-		
Director of Information Systems	All	*	*	*	*	*	*	2	2
Computer Professional	All	*	*	*	*	*	*	3	3
Office Manager	All	*	*	*	*	*	*	4	4
Librarian	All	-	-	-	-	-	-	0	0

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Grants Manager	\$125 or More	106,390	87,000	110,953	118,617	71,800	140,569	11	11
	\$0 to \$124.9	*	*	*	*	*	*	3	3
	All	99,211	77,050	99,500	116,175	66,250	140,569	14	14
Grants Management Assistant	All	*	*	*	*	*	*	2	2
Director of Human Resources	All	-	-	-	-	-	-	0	0
Human Resources Professional	All	-	-	-	-	-	-	0	0
Executive Assistant	\$125 or More	69,193	52,875	76,074	79,360	51,060	84,000	8	8
	\$0 to \$124.9	*	*	*	*	*	*	1	1
	All	69,172	53,000	74,972	78,300	51,060	84,000	9	9
Administrative Assistant	\$125 or More	55,670	46,110	53,726	61,893	39,962	80,000	7	7
	\$0 to \$124.9	*	*	*	*	*	*	3	3
	All	56,445	44,997	51,669	62,264	39,962	84,240	10	10
Receptionist	All	*	*	*	*	*	*	1	1

The following tables represent the percentage of responding foundations that employ at least one staff person with the respective job position. The percentage is calculated based on the total number of respondents within each asset class.

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
CEO	\$125 or More	80.0%
	\$0 to \$124.9	59.3%
	All	68.1%
Assoc Dir/EVP	All	6.4%
VP (Admin)	\$125 or More	0.0%
	\$0 to \$124.9	18.5%
	All	10.6%
General Counsel	All	0.0%
CFO/Treasurer	\$125 or More	35.0%
	\$0 to \$124.9	3.7%
	All	17.0%
Controller	All	6.4%
Chief Investment Officer	All	2.1%
Director of Impact Investing	All	2.1%
Assistant Treasurer	All	2.1%
Accountant	All	4.3%
Accounting Clerk	All	2.1%
VP (Program)	\$125 or More	35.0%
	\$0 to \$124.9	3.7%
	All	17.0%
Program Director	\$125 or More	50.0%
	\$0 to \$124.9	3.7%
	All	23.4%
Senior Program Officer	\$125 or More	45.0%
	\$0 to \$124.9	7.4%
	All	23.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Program Officer	\$125 or More	80.0%
	\$0 to \$124.9	33.3%
	All	53.2%
Program Associate	\$125 or More	35.0%
	\$0 to \$124.9	7.4%
	All	19.1%
Program Assistant	All	8.5%
VP/Chief Dev/Adv Officer	All	2.1%
Dir/Officer Donor Services	All	0.0%
Dir/Officer of Gift Planning	All	0.0%
Donor Svcs/Dev/Adv Asst	All	0.0%
Director of Communications	All	8.5%
Communications Associate	All	2.1%
Research Director	All	2.1%
Research Associate	All	0.0%
Director of Information Systems	All	4.3%
Computer Professional	All	6.4%
Office Manager	All	8.5%
Librarian	All	0.0%
Grants Manager	\$125 or More	55.0%
	\$0 to \$124.9	11.1%
	All	29.8%

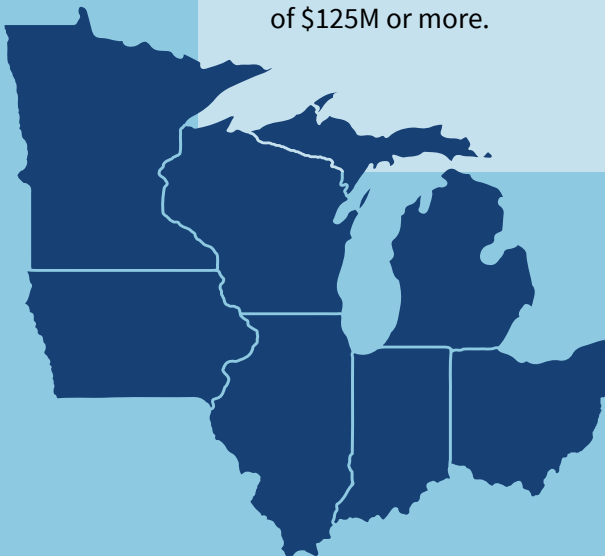
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Grants Management Assistant	All	4.3%
Director of Human Resources	All	0.0%
Human Resources Professional	All	0.0%
Executive Assistant	\$125 or More	40.0%
	\$0 to \$124.9	3.7%
	All	19.1%
Administrative Assistant	\$125 or More	35.0%
	\$0 to \$124.9	11.1%
	All	21.3%
Receptionist	All	2.1%

Compensation Summary

INDEPENDENT FOUNDATIONS

INDEPENDENT FOUNDATION COMPENSATION TRENDS

- » 87% (53 of 61) have a paid full-time CEO. This number declines to 75% for those with assets of \$0-\$49.9M and increase to 91% for assets of \$125M or more.
- » The CEO position is the most frequently reported position, until the \$125M or more asset level, at which point other position types begin to consistently appear in the survey data.



KEY

- ★ Insufficient data
- No data reported

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of organizations is less than five (too few data) or, if weighted statistics are selected, when one organization's data comprise more than 25 percent of the total (unbalanced data).

COMPENSATION SUMMARY FOR INDEPENDENT FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
CEO	\$125 or More	395,996	227,348	307,883	457,892	120,000	913,000	32	32
	\$50 to \$124.9	182,212	158,342	199,139	207,759	68,640	290,000	12	12
	\$0 to \$49.9	155,781	118,450	140,000	168,300	110,000	249,000	9	9
	All	306,801	174,456	230,000	346,500	68,640	913,000	53	53
Assoc Dir/EVP	\$125 or More	*	*	*	*	134,037	541,000	7	6
	\$50 to \$124.9	*	*	*	*	*	*	2	2
	\$0 to \$49.9	*	*	*	*	*	*	1	1
	All	257,874	140,977	233,643	257,813	110,000	541,000	10	9
VP (Admin)	\$125 or More	271,786	178,404	285,737	334,475	128,956	448,754	8	8
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	271,786	178,404	285,737	334,475	128,956	448,754	8	8
General Counsel	All	*	*	*	*	*	*	4	4
CFO/Treasurer	\$125 or More	271,740	209,625	250,000	288,625	108,935	541,000	18	18
	\$50 to \$124.9	*	*	*	*	*	*	2	2
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	260,403	194,587	232,482	281,875	108,935	541,000	20	20
Controller	\$125 or More	179,442	137,669	171,060	209,000	111,240	274,000	10	10
	\$50 to \$124.9	*	*	*	*	*	*	1	1
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	172,392	135,500	142,120	208,000	101,900	274,000	11	11

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Chief Investment Officer	\$125 or More	575,294	302,875	681,890	825,570	142,500	895,482	6	6
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	575,294	302,875	681,890	825,570	142,500	895,482	6	6
Director of Impact Investing	All	*	*	*	*	*	*	3	3
Assistant Treasurer	All	-	-	-	-	-	-	0	0
Accountant	\$125 or More	*	*	*	*	72,100	128,393	22	10
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	72,100	128,393	22	10
Accounting Clerk	All	*	*	*	*	*	*	4	4
VP (Program)	\$125 or More	*	*	*	*	113,300	520,000	16	13
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	113,300	520,000	16	13
Program Director	\$125 or More	194,201	166,182	186,208	239,493	79,493	255,447	53	18
	\$50 to \$124.9	*	*	*	*	*	*	3	2
	\$0 to \$49.9	*	*	*	*	*	*	2	1
	All	184,982	142,927	177,030	239,493	65,498	255,447	58	21
Senior Program Officer	\$125 or More	*	*	*	*	99,075	195,482	50	16
	\$50 to \$124.9	*	*	*	*	*	*	3	3
	\$0 to \$49.9	*	*	*	*	*	*	1	1
	All	153,426	140,500	166,983	167,153	95,000	195,482	54	20

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Program Officer	\$125 or More	*	*	*	*	53,390	175,000	99	24
	\$50 to \$124.9	*	*	*	*	*	*	3	3
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	47,590	175,000	102	27
Program Associate	\$125 or More	*	*	*	*	60,899	81,125	30	9
	\$50 to \$124.9	*	*	*	*	*	*	2	1
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	60,899	81,125	32	10
Program Assistant	\$125 or More	*	*	*	*	41,400	81,078	57	12
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	*	*	*	*	*	*	1	1
	All					40,718	81,078	58	13
VP/Chief Dev/Adv Officer	All	*	*	*	*	*	*	1	1
Dir/Officer Donor Services	All	-	-	-	-	-	-	0	0
Dir/Officer of Gift Planning	All	-	-	-	-	-	-	0	0
Donor Svcs/Dev/Adv Asst	All	-	-	-	-	-	-	0	0
Director of Communications	\$125 or More	145,147	75,881	134,500	174,719	26,667	346,466	13	13
	\$50 to \$124.9	*	*	*	*	*	*	1	1
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	138,644	65,470	125,936	172,239	26,667	346,466	14	14

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Communications Associate	\$125 or More	*	*	*	*	71,305	90,480	7	5
	\$50 to \$124.9	*	*	*	*	*	*	1	1
	\$0 to \$49.9	*	*	*	*	*	*	1	1
	All	74,966	71,305	74,527	82,000	55,653	90,480	9	7
Research Director	All	*	*	*	*	*	*	4	4
Research Associate	All	*	*	*	*	*	*	2	2
Director of Information Systems	\$125 or More	217,130	136,350	270,000	275,000	123,600	280,702	5	5
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	217,130	136,350	270,000	275,000	123,600	280,702	5	5
Computer Professional	\$125 or More	85,149	75,171	84,242	91,203	63,301	120,500	15	10
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	85,149	75,171	84,242	91,203	63,301	120,500	15	10
Office Manager	\$125 or More	94,235	71,137	77,000	113,091	62,400	161,400	9	9
	\$50 to \$124.9	*	*	*	*	*	*	4	4
	\$0 to \$49.9	*	*	*	*	*	*	2	2
	All	82,086	67,236	71,000	81,867	41,200	161,400	15	15
Librarian	All	*	*	*	*	*	*	3	3
Grants Manager	\$125 or More	88,843	74,115	90,800	102,687	47,970	130,000	18	18
	\$50 to \$124.9	*	*	*	*	*	*	4	4
	\$0 to \$49.9	*	*	*	*	*	*	2	2
	All	81,243	61,875	77,239	95,472	46,143	130,000	24	24

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Grants Management Assistant	\$125 or More	*	*	*	*	50,000	86,426	13	6
	\$50 to \$124.9	*	*	*	*	*	*	1	1
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	49,350	86,426	14	7
Director of Human Resources	\$125 or More	197,454	135,675	206,950	245,150	110,165	303,415	7	7
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	197,454	135,675	206,950	245,150	110,165	303,415	7	7
Human Resources Professional	\$125 or More	*	*	*	*	90,000	150,228	8	6
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	90,000	150,228	8	6
Executive Assistant	\$125 or More	83,221	71,863	90,930	91,950	18,168	120,886	32	18
	\$50 to \$124.9	*	*	*	*	*	*	2	2
	\$0 to \$49.9	*	*	*	*	*	*	1	1
	All	79,920	69,250	88,700	91,950	18,168	120,886	35	21
Administrative Assistant	\$125 or More	*	*	*	*	33,462	88,500	55	14
	\$50 to \$124.9	-	-	-	-	-	-	0	0
	\$0 to \$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	33,462	88,500	55	14
Receptionist	All	*	*	*	*	*	*	3	3

The following tables represent the percentage of responding foundations that employ at least one staff person with the respective job position. The percentage is calculated based on the total number of respondents within each asset class.

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
CEO	\$125 or More	91.4%
	\$50 to \$124.9	85.7%
	\$0 to \$49.9	75.0%
	All	86.9%
Assoc Dir/EVP	\$125 or More	17.1%
	\$50 to \$124.9	14.3%
	\$0 to \$49.9	8.3%
	All	14.8%
VP (Admin)	\$125 or More	22.9%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	13.1%
General Counsel	All	6.6%
CFO/Treasurer	\$125 or More	51.4%
	\$50 to \$124.9	14.3%
	\$0 to \$49.9	0.0%
	All	32.8%
Controller	\$125 or More	28.6%
	\$50 to \$124.9	7.1%
	\$0 to \$49.9	0.0%
	All	18.0%
Chief Investment Officer	\$125 or More	
	\$50 to \$124.9	17.1%
	\$0 to \$49.9	0.0%
	All	0.0%
Director of Impact Investing	All	4.9%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Assistant Treasurer	All	0.0%
Accountant	\$125 or More	28.6%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	16.4%
Accounting Clerk	All	6.6%
VP (Program)	\$125 or More	37.1%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	21.3%
Program Director	\$125 or More	51.4%
	\$50 to \$124.9	14.3%
	\$0 to \$49.9	8.3%
	All	34.4%
Senior Program Officer	\$125 or More	45.7%
	\$50 to \$124.9	21.4%
	\$0 to \$49.9	8.3%
	All	32.8%
Program Officer	\$125 or More	68.6%
	\$50 to \$124.9	21.4%
	\$0 to \$49.9	0.0%
	All	44.3%
Program Associate	\$125 or More	25.7%
	\$50 to \$124.9	7.1%
	\$0 to \$49.9	0.0%
	All	16.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Program Assistant	\$125 or More	34.3%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	8.3%
	All	21.3%
VP/Chief Dev/Adv Officer	All	0.0%
Dir/Officer Donor Services	All	0.0%
Dir/Officer of Gift Planning	All	0.0%
Donor Svcs/Dev/Adv Asst	All	37.1%
Director of Communications	\$125 or More	7.1%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	23.0%
	All	14.3%
Communications Associate	\$125 or More	7.1%
	\$50 to \$124.9	8.3%
	\$0 to \$49.9	11.5%
	All	
Research Director	All	3.3%
Research Associate	All	
Director of Information Systems	\$125 or More	14.3%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	8.2%
Computer Professional	\$125 or More	28.6%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	16.4%

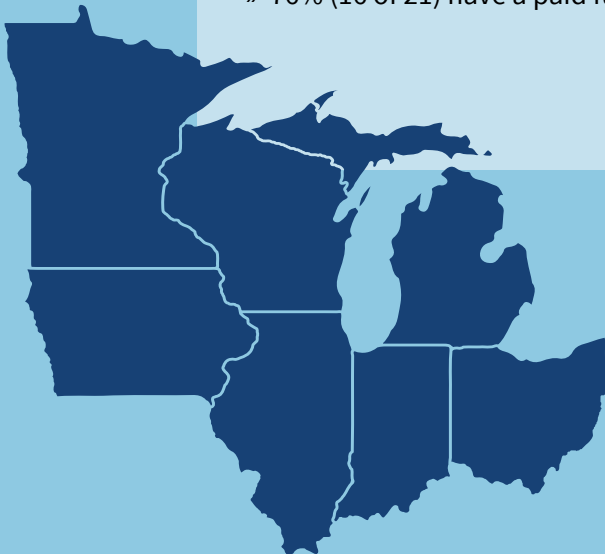
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Office Manager	\$125 or More	25.7%
	\$50 to \$124.9	28.6%
	\$0 to \$49.9	16.7%
	All	24.6%
Librarian	All	4.9%
Grants Manager	\$125 or More	51.4%
	\$50 to \$124.9	28.6%
	\$0 to \$49.9	16.7%
	All	39.3%
Grants Management Assistant	\$125 or More	17.1%
	\$50 to \$124.9	7.1%
	\$0 to \$49.9	0.0%
	All	11.5%
Director of Human Resources	\$125 or More	20.0%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	11.5%
Human Resources Professional	\$125 or More	17.1%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	9.8%
Executive Assistant	\$125 or More	51.4%
	\$50 to \$124.9	14.3%
	\$0 to \$49.9	8.3%
	All	34.4%
Administrative Assistant	\$125 or More	40.0%
	\$50 to \$124.9	0.0%
	\$0 to \$49.9	0.0%
	All	23.0%
Receptionist	All	4.9%

Compensation Summary

PUBLIC FOUNDATIONS

PUBLIC FOUNDATION COMPENSATION TRENDS

» 76% (16 of 21) have a paid full-time CEO



KEY

- ★ Insufficient data
- No data reported

Per Department of Justice Safe Harbor Guidelines, statistics will not display when the number of organizations is less than five (too few data) or, if weighted statistics are selected, when one organization's data comprise more than 25 percent of the total (unbalanced data).

COMPENSATION SUMMARY FOR PUBLIC FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
CEO	\$100 or More	273,468	260,100	280,000	295,007	190,000	334,062	7	7
	Less than \$100	220,130	135,353	169,197	335,400	113,000	366,117	10	9
	All	242,092	164,056	255,000	300,000	113,000	366,117	17	16
Assoc Dir/EVP	All	*	*	*	*	*	*	2	2
VP (Admin)	\$100 or More	*	*	*	*	*	*	2	2
	Less than \$100	*	*	*	*	*	*	4	3
	All	*	*	*	*	94,149	205,000	6	5
General Counsel	All	*	*	*	*	*	*	1	1
CFO/Treasurer	\$100 or More	*	*	*	*	*	*	4	4
	Less than \$100	*	*	*	*	*	*	3	2
	All	*	*	*	*	100,000	220,851	7	6
Controller	\$100 or More	145,755	135,096	143,300	169,230	94,059	187,090	5	5
	Less than \$100	*	*	*	*	*	*	2	2
	All	131,707	96,588	135,096	156,265	94,059	187,090	7	7
Chief Investment Officer	All	*	*	*	*	*	*	2	2
Director of Impact Investing	All	-	-	-	-	-	-	0	0
Assistant Treasurer	All	-	-	-	-	-	-	0	0
Accountant	All	*	*	*	*	*	*	11	4
Accounting Clerk	All	*	*	*	*	*	*	13	3
VP (Program)	\$100 or More	*	*	*	*	105,581	180,897	7	5
	Less than \$100	*	*	*	*	*	*	1	1
	All	*	*	*	*	105,581	231,515	8	6
Program Director	\$100 or More	*	*	*	*	78,021	200,000	12	5
	Less than \$100	*	*	*	*	79,037	150,000	11	6
	All	114,480	84,276	97,602	150,000	78,021	200,000	23	11

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Senior Program Officer	\$100 or More	*	*	*	*	*	*	4	4
	Less than \$100	*	*	*	*	*	*	2	2
	All	101,633	79,596	97,500	110,000	60,000	167,000	6	6
Program Officer	\$100 or More	*	*	*	*	52,200	115,875	21	8
	Less than \$100	*	*	*	*	54,000	98,880	8	6
	All	*	*	*	*	52,200	115,875	29	14
Program Associate	\$100 or More	*	*	*	*	*	*	3	2
	Less than \$100	*	*	*	*	*	*	5	3
	All	*	*	*	*	51,084	61,500	8	5
Program Assistant	All	*	*	*	*	*	*	3	3
VP/Chief Dev/Adv Officer	All	*	*	*	*	*	*	3	3
Dir/Officer Donor Services	All	*	*	*	*	*	*	5	3
Dir/Officer of Gift Planning	All	*	*	*	*	*	*	3	3
Donor Svcs/Dev/Adv Asst	\$100 or More	*	*	*	*	*	*	3	3
	Less than \$100	*	*	*	*	*	*	5	3
	All	*	*	*	*	54,912	152,982	8	6
Director of Communications	\$100 or More	106,541	101,450	104,000	108,254	77,376	145,000	7	7
	Less than \$100	*	*	*	*	*	*	4	3
	All	109,911	101,450	105,000	120,180	77,376	145,000	11	10
Communications Associate	\$100 or More	*	*	*	*	*	*	3	3
	Less than \$100	63,176	58,700	60,000	75,000	45,000	77,180	5	5
	All	66,857	59,675	68,500	76,295	45,000	80,974	8	8
Research Director	All	*	*	*	*	*	*	2	2
Research Associate	All	*	*	*	*	*	*	12	4
Director of Information Systems	All	*	*	*	*	*	*	3	3
Computer Professional	All	*	*	*	*	*	*	11	2

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Office Manager	\$100 or More	*	*	*	*	*	*	2	2
	Less than \$100	*	*	*	*	46,340	95,000	6	5
	All	*	*	*	*	46,340	115,000	8	7
Librarian	All	*	*	*	*	*	*	1	1
Grants Manager	\$100 or More	82,892	62,640	79,472	99,650	50,000	125,000	6	6
	Less than \$100	*	*	*	*	*	*	4	3
	All	82,403	70,586	80,800	90,843	50,000	125,000	10	9
Grants Management Assistant	All	*	*	*	*	*	*	3	3
Director of Human Resources	All	*	*	*	*	*	*	6	2
Human Resources Professional	All	*	*	*	*	*	*	13	1
Executive Assistant	\$100 or More	*	*	*	*	*	*	13	3
	Less than \$100	*	*	*	*	*	*	4	3
	All	*	*	*	*	55,213	80,340	17	6
Administrative Assistant	\$100 or More	*	*	*	*	45,167	82,500	15	8
	Less than \$100	*	*	*	*	*	*	1	1
	All	*	*	*	*	45,167	82,500	16	9
Receptionist	All	*	*	*	*	*	*	2	2

The following tables represent the percentage of responding foundations that employ at least one staff person with the respective job position. The percentage is calculated based on the total number of respondents within each asset class.

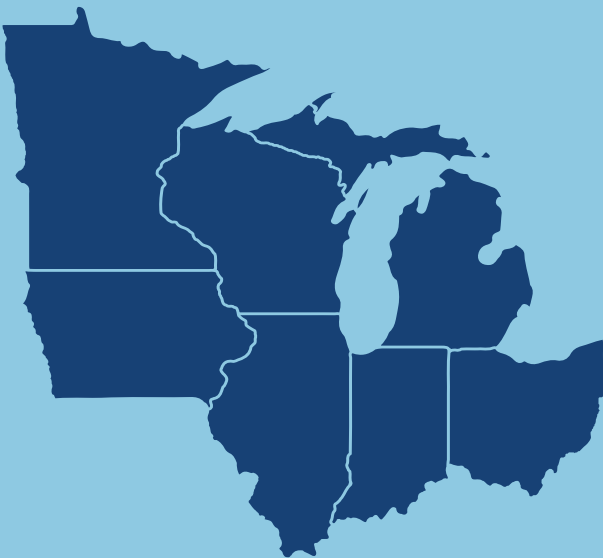
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
CEO	\$100 or More	63.6%
	Less than \$100	90.0%
	All	76.2%
Assoc Dir/EVP	All	9.5%
VP (Admin)	\$100 or More	18.2%
	Less than \$100	30.0%
	All	23.8%
General Counsel	All	4.8%
CFO/Treasurer	\$100 or More	36.4%
	Less than \$100	20.0%
	All	28.6%
Controller	\$100 or More	45.5%
	Less than \$100	20.0%
	All	33.3%
Chief Investment Officer	All	9.5%
Director of Impact Investing	All	0.0%
Assistant Treasurer	All	0.0%
Accountant	All	19.0%
Accounting Clerk	All	14.3%
VP (Program)	\$100 or More	45.5%
	Less than \$100	10.0%
	All	28.6%
Program Director	\$100 or More	45.5%
	Less than \$100	60.0%
	All	52.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Senior Program Officer	\$100 or More	36.4%
	Less than \$100	20.0%
	All	28.6%
Program Officer	\$100 or More	72.7%
	Less than \$100	60.0%
	All	66.7%
Program Associate	\$100 or More	18.2%
	Less than \$100	30.0%
	All	23.8%
Program Assistant	All	14.3%
VP/Chief Dev/Adv Officer	All	14.3%
Dir/Officer Donor Services	All	14.3%
Dir/Officer of Gift Planning	All	14.3%
Donor Svcs/Dev/Adv Asst	\$100 or More	27.3%
	Less than \$100	30.0%
	All	28.6%
Director of Communications	\$100 or More	63.6%
	Less than \$100	30.0%
	All	47.6%
Communications Associate	\$100 or More	27.3%
	Less than \$100	50.0%
	All	38.1%
Research Director	All	9.5%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Research Associate	All	19.0%
Director of Information Systems	All	14.3%
Computer Professional	All	9.5%
Office Manager	\$100 or More	18.2%
	Less than \$100	50.0%
	All	33.3%
Librarian	All	4.8%
Grants Manager	\$100 or More	54.5%
	Less than \$100	30.0%
	All	42.9%
Grants Management Assistant	All	14.3%
Director of Human Resources	All	9.5%
Human Resources Professional	All	4.8%
Executive Assistant	\$100 or More	27.3%
	Less than \$100	30.0%
	All	28.6%
Administrative Assistant	\$100 or More	72.7%
	Less than \$100	10.0%
	All	42.9%
Receptionist	All	9.5%

Benefits Summary

ALL MIDWEST FOUNDATIONS



BENEFITS SUMMARY FOR ALL MIDWEST FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	YES	%	NO	%	TOTAL		
Does your foundation offer voluntary benefits to full-time, part-time, or retired employees?	262	93%	20	7%	282		
Does your foundation offer paid leave to full-time or part-time employees?	262	93%	20	7%	282		
Does your foundation have part-time employees?	138	49%	144	51%	282		
Does your foundation have any retired employees?	103	42%	141	58%	244		
Voluntary benefits to retired employees?	16	42%	228	58%	244		
Are retirees required to contribute to benefits costs?	7	47%	8	53%	15		
If “Yes,” what is the percentage of their required contribution?	MEAN	PERCENTILES					N
	45%	5	25	50	75	95	4
		10%	17%	35%	63%	93%	
Overall benefit costs as a percentage of total salary costs							
Required benefits	9%	6%	7%	8%	8%	16%	248
Medical benefits	11%	3%	6%	10%	13%	21%	207
Supplemental medical benefits	2%	0%	0%	1%	2%	8%	5
Dental benefits	1%	0%	0%	1%	1%	2%	104
Vision benefits	0%	0%	0%	0%	0%	0%	61
Short-term disability	1%	0%	0%	0%	1%	1%	87
Long-term disability	1%	0%	0%	0%	1%	2%	128
Group life insurance	0%	0%	0%	0%	1%	1%	134
Long-term care	1%	0%	0%	0%	1%	4%	8
Retirement/pension	7%	2%	3%	6%	9%	16%	217
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	1%	249
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	1%	249
Other voluntary benefits	2%	0%	0%	1%	2%	12%	64
Total voluntary benefits	17%	3%	10%	16%	22%	35%	244

	FULL-TIME STAFF ONLY		PART-TIME STAFF ONLY		BOTH FT & PT		NEITHER		TOTAL
Types of Voluntary Benefits Offered to Staff									
Medical, incl. drugs	169	76%	1	0%	40	18%	12	5%	222
Supplemental medical	16	13%	0	0%	4	3%	103	84%	123
Dental	103	62%	1	1%	29	17%	34	20%	167
Vision	73	50%	0	0%	19	13%	55	37%	147
Short-term disability	88	58%	1	1%	26	17%	38	25%	153
Long-term disability	120	70%	0	0%	25	15%	27	16%	172
Group life insurance	117	69%	0	0%	29	17%	24	14%	170
Long-term care	18	16%	0	0%	3	3%	95	82%	116
Retirement/pension	103	50%	1	0%	102	49%	2	1%	208
Commuter/transportation benefit (added 2018)	11	9%	0	0%	17	15%	89	76%	117
Flexible Spending Account (FSA) (added 2018)	42	34%	0	0%	20	16%	62	50%	124
Other voluntary benefits	45	33%	1	1%	31	23%	59	43%	136

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	12	75%	4	25%	16
Supplemental medical	1	6%	15	94%	16
Dental	7	44%	9	56%	16
Vision	4	25%	12	75%	16
Group life insurance	2	13%	14	88%	16
Long-term care	0	0%	16	100%	16

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
HMO - Health Maintenance Organization		36	20%	141	80%	177	
PPO - Preferred Provider Organization		112	50%	112	50%	224	
POS - Point of Service		8	5%	156	95%	164	
HDHP - High-Deductible Health Plan		82	42%	113	58%	195	
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	640	376	428	530	665	997	28
HMO - Single+1	1,180	712	942	1,102	1,428	1,712	25
HMO - Family	1,527	726	1,179	1,555	1,764	2,373	26
HMO - Dependent Only	814	533	656	810	971	1,099	3
PPO - Single	874	394	582	729	991	1,569	97
PPO - Single+1	1,514	824	1,117	1,463	1,791	2,500	63
PPO - Family	2,178	1,024	1,557	2,012	2,611	3,906	75
PPO - Dependent Only	1,327	301	739	1,275	1,830	2,581	16
POS - Single	791	526	582	717	959	1,180	8
POS - Single+1	1,390	1,091	1,164	1,383	1,577	1,722	6
POS - Family	2,414	1,452	1,798	2,396	2,961	3,460	8
POS - Dependent Only	967	967	967	967	967	967	1
HDHP - Single	803	349	500	648	855	1,431	72
HDHP - Single+1	1,359	568	991	1,286	1,742	2,021	52
HDHP - Family	1,941	686	1,450	1,914	2,235	2,997	61
HDHP - Dependent Only	1,104	305	842	1,139	1,429	1,900	13

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Percentage of health insurance premium paid by covered employees (where employee pays more than 0%)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	23%	3%	10%	11%	23%	80%	23
HMO - Single+1	29%	11%	17%	20%	26%	80%	21
HMO - Family	28%	11%	20%	25%	31%	73%	20
HMO - Dependent Only	50%	22%	34%	50%	65%	77%	2
PPO - Single	33%	7%	15%	20%	31%	100%	77
PPO - Single+1	34%	9%	20%	25%	36%	80%	51
PPO - Family	35%	10%	20%	25%	33%	100%	65
PPO - Dependent Only	26%	8%	18%	28%	31%	46%	10
POS - Single	23%	10%	14%	20%	28%	46%	7
POS - Single+1	29%	7%	13%	20%	35%	63%	5
POS - Family	28%	7%	18%	20%	34%	60%	7
POS - Dependent Only	30%	30%	30%	30%	30%	30%	1
HDHP - Single	33%	2%	10%	18%	50%	100%	53
HDHP - Single+1	32%	3%	15%	25%	48%	80%	42
HDHP - Family	36%	2%	16%	25%	50%	100%	51
HDHP - Dependent Only	43%	14%	20%	38%	58%	91%	10
Total medical benefit expense cost as a percentage of total base salary expense	9%	0%	5%	9%	13%	22%	207

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		43	17%	211	83%	254	
Dental coverage separate from medical?		133	53%	118	47%	251	
Vision coverage separate from medical?		106	42%	144	58%	250	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		19	8%	229	92%	248	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	4,702	763	1,500	2,450	5,000	13,800	42
Dental coverage separate from med. % paid by employee	33%	0%	0%	20%	50%	100%	126
Vision coverage separate from med. % paid by employee	47%	0%	0%	25%	100%	100%	97
\$ amount of stipend for wellness benefits	1,636	358	500	750	2,500	4,380	17

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	9	4%	232	96%	241		
Money Purchase Plan	4	2%	237	98%	241		
Profit Sharing Plan	10	4%	231	96%	241		
Section 401(k) plan	93	39%	148	61%	241		
Section 403(b) plan	78	32%	163	68%	241		
Simplified Employee Pension (SEP)	24	10%	217	90%	241		
SIMPLE IRA	51	21%	190	79%	241		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	7	16%	37	84%	44		
457(b)	38	86%	6	14%	44		
457(f)	9	20%	35	80%	44		
Other retirement plan	2	5%	42	95%	44		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES				N	
		5	25	50	75	95	
403(b) plan	7%	3%	4%	6%	8%	15%	58
401(k) plan	6%	3%	4%	5%	7%	13%	78
Simplified Employee Pension (SEP)	9%	3%	4%	9%	12%	19%	14
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	7%	3%	4%	8%	9%	13%	7
Money Purchase Plan	8%	5%	6%	8%	10%	11%	4
Profit Sharing Plan	8%	0%	5%	9%	10%	16%	9
Section 401(k) plan	4%	0%	0%	4%	6%	10%	72
Section 403(b) plan	4%	0%	0%	4%	7%	12%	64
Simplified Employee Pension (SEP)	9%	0%	5%	9%	15%	16%	20
SIMPLE IRA	3%	3%	3%	3%	3%	3%	50

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Did you change retirement plan offerings last year?	10	4%	240	96%	250

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	141	55%	114	45%	255		
Sick leave	124	49%	131	51%	255		
Personal/discretionary	86	34%	169	66%	255		
Paid time off (PTO)	126	49%	129	51%	255		
Paid holidays	241	95%	14	5%	255		
Maternity leave	105	41%	150	59%	255		
Paternity leave	87	34%	168	66%	255		
Adoption leave	78	31%	177	69%	255		
Bereavement leave	185	73%	70	27%	255		
Compensatory time off for exempt staff	11	4%	244	96%	255		
Jury duty	175	69%	80	31%	255		
Wellness leave	11	4%	244	96%	255		
Base days provided for all FULL-time staff	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	14	7	10	15	15	25	132
Sick leave	13	5	5	10	12	30	110
Personal/discretionary	5	1	2	3	5	10	73
Paid time off (PTO)	20	8	15	19	24	31	109
Paid holidays	11	7	9	10	11	15	222
Maternity leave	42	10	25	40	60	90	91
Paternity leave	38	10	20	30	56	90	74
Adoption leave	35	10	20	30	46	73	68
Bereavement leave	4	3	3	3	5	5	157
Compensatory time off for exempt staff	5	1	3	5	8	10	2
Jury duty	9	1	3	5	10	30	95
Wellness leave	15	2	5	10	30	30	9

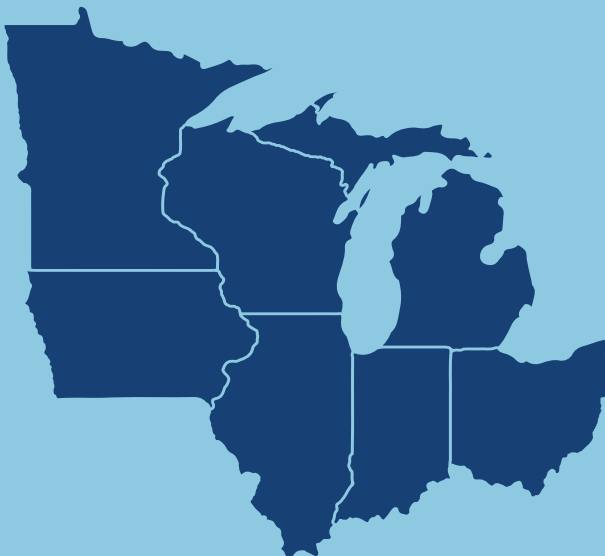
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	40	51%	38	49%	78
Sick leave	37	47%	41	53%	78
Personal/discretionary	25	32%	53	68%	78
Paid time off (PTO)	38	49%	40	51%	78
Paid holidays	64	82%	14	18%	78
Maternity leave	22	28%	56	72%	78
Paternity leave	19	24%	59	76%	78
Adoption leave	18	23%	60	77%	78
Bereavement leave	43	55%	35	45%	78
Compensatory time off for exempt staff	6	8%	72	92%	78
Jury duty	44	56%	34	44%	78
Wellness leave	5	6%	73	94%	78
Other benefits to FULL-time staff					
Matching gifts program	53	22%	185	78%	238
Parking allowance or subsidy	36	15%	202	85%	238
Professional association dues	136	57%	102	43%	238
Professional development allowance	116	49%	122	51%	238
Tuition assistance	81	34%	157	66%	238
Public transportation allowance or subsidy	12	5%	226	95%	238
529 college savings plan	4	2%	234	98%	238
Healthcare flexible spending account	91	38%	147	62%	238
Dependent care flexible spending account	76	32%	162	68%	238
None of the above benefits are offered	49	21%	189	79%	238

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	15	18%	68	82%	83
Parking allowance or subsidy	14	17%	69	83%	83
Professional association dues	31	37%	52	63%	83
Professional development allowance	30	36%	53	64%	83
Tuition assistance	13	16%	70	84%	83
Public transportation allowance or subsidy	2	2%	81	98%	83
529 college savings plan	0	0%	83	100%	83
Healthcare flexible spending account	16	19%	67	81%	83
Dependent care flexible spending account	16	19%	67	81%	83
None of the above benefits are offered	27	33%	56	67%	83

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	80	35%	146	65%	226
If "No," is foundation considering offering domestic partner benefits?	14	16%	72	84%	86
Does your "domestic partner" include same and opposite sexes?	67	97%	0	0%	67
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	127	56%	98	44%	225
Does your foundation have a written severance/separation policy for employees?	46	19%	196	81%	242
Are employees offered any of the following?					
Severance pay	65	83%	13	17%	78
Outplacement services	18	23%	60	77%	78
Continued medical benefits	28	36%	50	64%	78
Continued life insurance benefits	8	10%	70	90%	78
Office use	4	5%	74	95%	78
Other	4	5%	74	95%	78
Methods by which severance payments are made					
Lump sum	22	35%	41	65%	63
Via payroll schedule	20	32%	43	68%	63
Specific to agreement with employee	40	63%	23	37%	63
Other	0	0%	63	100%	63

Benefits Summary

FOUNDATIONS WITH \$0-49.9 MILLION ASSETS



BENEFITS SUMMARY FOR FOUNDATIONS WITH \$0-49.9 MILLION ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	YES	%	NO	%	TOTAL		
Does your foundation offer voluntary benefits to full-time, part-time, or retired employees?	81	84%	15	16%	96		
Does your foundation offer paid leave to full-time or part-time employees?	80	83%	16	17%	96		
Does your foundation have part-time employees?	50	52%	46	48%	96		
Does your foundation have any retired employees?	23	32%	49	68%	72		
Voluntary benefits to retired employees?	1	1%	71	99%	72		
Are retirees required to contribute to benefits costs?	1	100%	0	0%	1		
If "Yes," what is the percentage of their required contribution?	MEAN		PERCENTILES				N
		5	25	50	75	95	
	50%	50%	50%	50%	50%	50%	1
Overall benefit costs as a percentage of total salary costs							
Required benefits	10%	7%	8%	8%	9%	27%	77
Medical benefits	10%	3%	6%	9%	13%	19%	50
Supplemental medical benefits	1%	0%	0%	1%	1%	1%	2
Dental benefits	1%	0%	1%	1%	1%	2%	20
Vision benefits	0%	0%	0%	0%	0%	1%	14
Short-term disability	0%	0%	0%	0%	1%	1%	14
Long-term disability	1%	0%	0%	0%	1%	2%	18
Group life insurance	0%	0%	0%	0%	0%	2%	23
Long-term care	2%	0%	0%	1%	2%	4%	4
Retirement/pension	5%	1%	3%	3%	6%	13%	58
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	0%	74
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	0%	74
Other voluntary benefits	1%	0%	0%	1%	2%	4%	11
Total voluntary benefits	13%	2%	6%	10%	16%	31%	69

BENEFITS SUMMARY FOR FOUNDATIONS WITH \$0-49.9 MILLION ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	FULL-TIME STAFF ONLY		PART-TIME STAFF ONLY		BOTH FT & PT		NEITHER		TOTAL
Types of Voluntary Benefits Offered to Staff									
Medical, incl. drugs	47	75%	0	0%	7	11%	9	14%	63
Supplemental medical	4	14%	0	0%	0	0%	24	86%	28
Dental	23	58%	0	0%	4	10%	13	33%	40
Vision	16	44%	0	0%	5	14%	15	42%	36
Short-term disability	17	46%	0	0%	6	16%	14	38%	37
Long-term disability	21	54%	0	0%	4	10%	14	36%	39
Group life insurance	24	60%	0	0%	5	13%	11	28%	40
Long-term care	9	31%	0	0%	1	3%	19	66%	29
Retirement/pension	33	54%	0	0%	26	43%	2	3%	61
Commuter/transportation benefit (added 2018)	5	17%	0	0%	3	10%	21	72%	29
Flexible Spending Account (FSA) (added 2018)	8	27%	0	0%	4	13%	18	60%	30
Other voluntary benefits	9	29%	0	0%	8	26%	14	45%	31

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	1	100%	0	0%	1
Supplemental medical	0	0%	1	100%	1
Dental	0	0%	1	100%	1
Vision	0	0%	1	100%	1
Group life insurance	0	0%	1	100%	1
Long-term care	0	0%	1	100%	1

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
HMO - Health Maintenance Organization	7	11%	55	89%	62		
PPO - Preferred Provider Organization	26	36%	46	64%	72		
POS - Point of Service	1	2%	57	98%	58		
HDHP - High-Deductible Health Plan	15	24%	47	76%	62		
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	1,097	433	567	656	1,187	2,379	4
HMO - Single+1	1,211	818	1,058	1,357	1,438	1,503	3
HMO - Family	1,771	1,604	1,689	1,795	1,865	1,920	3
HMO - Dependent Only	0	0	0	0	0	0	0
PPO - Single	979	549	654	821	1,118	1,556	23
PPO - Single+1	1,476	901	1,030	1,399	1,741	2,190	9
PPO - Family	2,141	1,457	1,737	2,000	2,321	3,193	13
PPO - Dependent Only	1,294	1,294	1,294	1,294	1,294	1,294	1
POS - Single	500	500	500	500	500	500	1
POS - Single+1	1,100	1,100	1,100	1,100	1,100	1,100	1
POS - Family	2,900	2,900	2,900	2,900	2,900	2,900	1
POS - Dependent Only	0	0	0	0	0	0	0
HDHP - Single	1,186	97	475	672	839	4,000	13
HDHP - Single+1	1,120	445	918	958	1,576	1,749	8
HDHP - Family	2,069	557	1,900	2,235	2,540	3,199	9
HDHP - Dependent Only	877	380	601	877	1,153	1,374	2

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Percentage of health insurance premium paid by covered employees (where employee pays more than 0%)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	30%	10%	10%	15%	35%	71%	4
HMO - Single+1	20%	20%	20%	20%	20%	20%	3
HMO - Family	20%	20%	20%	20%	20%	20%	2
HMO - Dependent Only	0%	0%	0%	0%	0%	0%	0
PPO - Single	34%	15%	20%	20%	35%	100%	19
PPO - Single+1	43%	20%	20%	25%	48%	100%	8
PPO - Family	29%	13%	20%	20%	30%	63%	12
PPO - Dependent Only	30%	30%	30%	30%	30%	30%	1
POS - Single	50%	50%	50%	50%	50%	50%	1
POS - Single+1	70%	70%	70%	70%	70%	70%	1
POS - Family	70%	70%	70%	70%	70%	70%	1
POS - Dependent Only	0%	0%	0%	0%	0%	0%	0
HDHP - Single	40%	6%	16%	20%	50%	96%	9
HDHP - Single+1	40%	20%	20%	21%	60%	77%	7
HDHP - Family	45%	20%	22%	25%	73%	93%	8
HDHP - Dependent Only	60%	24%	40%	60%	80%	96%	2
Total medical benefit expense cost as a percentage of total base salary expense	8%	0%	1%	7%	12%	24%	54

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		9	12%	67	88%	76	
Dental coverage separate from medical?		25	33%	50	67%	75	
Vision coverage separate from medical?		21	28%	53	72%	74	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		6	8%	68	92%	74	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	\$6,485	\$1,490	\$3,043	\$4,300	\$8,000	\$15,703	8
Dental coverage separate from med. % paid by employee	41%	0%	16%	20%	91%	100%	22
Vision coverage separate from med. % paid by employee	52%	0%	5%	35%	100%	100%	18
\$ amount of stipend for wellness benefits	\$1,560	\$580	\$900	\$900	\$2,500	\$2,900	5

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	2	3%	62	97%	64		
Money Purchase Plan	0	0%	64	100%	64		
Profit Sharing Plan	0	0%	64	100%	64		
Section 401(k) plan	16	25%	48	75%	64		
Section 403(b) plan	13	20%	51	80%	64		
Simplified Employee Pension (SEP)	7	11%	57	89%	64		
SIMPLE IRA	29	45%	35	55%	64		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	2	33%	4	67%	6		
457(b)	5	83%	1	17%	6		
457(f)	0	0%	6	100%	6		
Other retirement plan	0	0%	6	100%	6		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES					N
		5	25	50	75	95	
403(b) plan	5%	2%	3%	6%	7%	8%	8
401(k) plan	5%	3%	3%	4%	6%	11%	12
Simplified Employee Pension (SEP)	7%	3%	3%	5%	9%	14%	6
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	7%	3%	3%	3%	9%	13%	3
Money Purchase Plan	0%	0%	0%	0%	0%	0%	0
Profit Sharing Plan	0%	0%	0%	0%	0%	0%	0
Section 401(k) plan	3%	0%	0%	3%	4%	10%	14
Section 403(b) plan	5%	0%	3%	5%	6%	14%	9
Simplified Employee Pension (SEP)	7%	1%	3%	7%	10%	14%	5
SIMPLE IRA	3%	2%	3%	3%	3%	3%	28

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Did you change retirement plan offerings last year?	1	1%	73	99%	74

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	39	52%	36	48%	75		
Sick leave	37	49%	38	51%	75		
Personal/discretionary	20	27%	55	73%	75		
Paid time off (PTO)	41	55%	34	45%	75		
Paid holidays	70	93%	5	7%	75		
Maternity leave	17	23%	58	77%	75		
Paternity leave	15	20%	60	80%	75		
Adoption leave	13	17%	62	83%	75		
Bereavement leave	53	71%	22	29%	75		
Compensatory time off for exempt staff	6	8%	69	92%	75		
Jury duty	46	61%	29	39%	75		
Wellness leave	6	8%	69	92%	75		
Base days provided for all FULL-time staff	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	14	5	10	15	20	22	37
Sick leave	8	3	5	6	12	16	33
Personal/discretionary	4	2	3	4	5	8	16
Paid time off (PTO)	21	7	14	18	22	33	34
Paid holidays	10	7	9	10	11	13	63
Maternity leave	36	17	30	30	44	60	10
Paternity leave	61	20	30	35	75	146	8
Adoption leave	32	17	25	30	35	54	7
Bereavement leave	4	3	3	3	5	5	44
Compensatory time off for exempt staff	0	0	0	0	0	0	1
Jury duty	6	1	3	5	8	14	23
Wellness leave	16	3	5	10	30	30	5

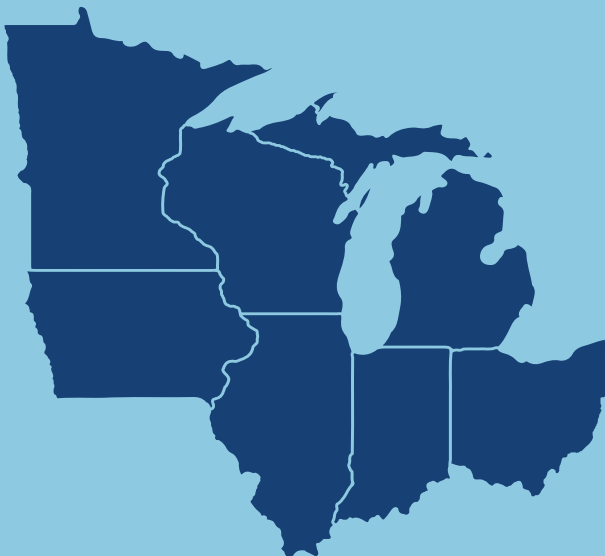
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	12	52%	11	48%	23
Sick leave	8	35%	15	65%	23
Personal/discretionary	7	30%	16	70%	23
Paid time off (PTO)	11	48%	12	52%	23
Paid holidays	17	74%	6	26%	23
Maternity leave	5	22%	18	78%	23
Paternity leave	4	17%	19	83%	23
Adoption leave	4	17%	19	83%	23
Bereavement leave	11	48%	12	52%	23
Compensatory time off for exempt staff	2	9%	21	91%	23
Jury duty	11	48%	12	52%	23
Wellness leave	3	13%	20	87%	23
Other benefits to FULL-time staff					
Matching gifts program	6	9%	58	91%	64
Parking allowance or subsidy	9	14%	55	86%	64
Professional association dues	25	39%	39	61%	64
Professional development allowance	21	33%	43	67%	64
Tuition assistance	12	19%	52	81%	64
Public transportation allowance or subsidy	3	5%	61	95%	64
529 college savings plan	0	0%	64	100%	64
Healthcare flexible spending account	17	27%	47	73%	64
Dependent care flexible spending account	12	19%	52	81%	64
None of the above benefits are offered	25	39%	39	61%	64

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	1	4%	23	96%	24
Parking allowance or subsidy	3	13%	21	88%	24
Professional association dues	8	33%	16	67%	24
Professional development allowance	6	25%	18	75%	24
Tuition assistance	2	8%	22	92%	24
Public transportation allowance or subsidy	0	0%	24	100%	24
529 college savings plan	0	0%	24	100%	24
Healthcare flexible spending account	1	4%	23	96%	24
Dependent care flexible spending account	1	4%	23	96%	24
None of the above benefits are offered	12	50%	12	50%	24

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	20	30%	46	70%	66
If "No," is foundation considering offering domestic partner benefits?	2	8%	24	92%	26
Does your "domestic partner" include same and opposite sexes?	14	93%	1	7%	15
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	26	41%	38	59%	64
Does your foundation have a written severance/separation policy for employees?	13	19%	57	81%	70
Are employees offered any of the following?					
Severance pay	10	71%	4	29%	14
Outplacement services	3	21%	11	79%	14
Continued medical benefits	3	21%	11	79%	14
Continued life insurance benefits	2	14%	12	86%	14
Office use	2	14%	12	86%	14
Other	0	0%	14	100%	14
Methods by which severance payments are made					
Lump sum	3	30%	7	70%	10
Via payroll schedule	5	50%	5	50%	10
Specific to agreement with employee	5	50%	5	50%	10
Other	0	0%	10	100%	10

Benefits Summary

FOUNDATIONS WITH \$50-149.9 MILLION ASSETS



BENEFITS SUMMARY FOR FOUNDATIONS WITH \$50-149.9 MILLION ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	YES	%	NO	%	TOTAL		
Does your foundation offer voluntary benefits to full-time, part-time, or retired employees?	87	96%	4	4%	91		
Does your foundation offer paid leave to full-time or part-time employees?	87	96%	4	4%	91		
Does your foundation have part-time employees?	48	53%	43	47%	91		
Does your foundation have any retired employees?	29	35%	53	65%	82		
Voluntary benefits to retired employees?	1	1%	80	98%	82		
Are retirees required to contribute to benefits costs?	0	0%	0	0%	0		
If "Yes," what is the percentage of their required contribution?	MEAN	PERCENTILES					N
	0%	5	25	50	75	95	0
		0%	0%	0%	0%	0%	0
Overall benefit costs as a percentage of total salary costs							
Required benefits	8%	6%	7%	8%	8%	9%	81
Medical benefits	11%	3%	6%	8%	12%	20%	69
Supplemental medical benefits	9%	9%	9%	9%	9%	9%	1
Dental benefits	1%	0%	0%	1%	1%	2%	27
Vision benefits	0%	0%	0%	0%	0%	0%	16
Short-term disability	1%	0%	0%	1%	1%	1%	30
Long-term disability	1%	0%	0%	1%	1%	1%	39
Group life insurance	0%	0%	0%	0%	1%	1%	42
Long-term care	0%	0%	0%	0%	0%	0%	0
Retirement/pension	6%	2%	3%	5%	7%	15%	74
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	0%	84
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	1%	84
Other voluntary benefits	2%	0%	0%	1%	2%	6%	19
Total voluntary benefits	16%	3%	10%	14%	17%	32%	84

BENEFITS SUMMARY FOR FOUNDATIONS WITH \$50-149.9 MILLION ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	FULL-TIME STAFF ONLY		PART-TIME STAFF ONLY		BOTH FT & PT		NEITHER		TOTAL
Types of Voluntary Benefits Offered to Staff									
Medical, incl. drugs	51	75%	1	1%	13	19%	3	4%	68
Supplemental medical	6	18%	0	0%	1	3%	26	79%	33
Dental	25	57%	0	0%	7	16%	12	27%	44
Vision	17	45%	0	0%	3	8%	18	47%	38
Short-term disability	30	65%	0	0%	4	9%	12	26%	46
Long-term disability	39	76%	0	0%	4	8%	8	16%	51
Group life insurance	35	71%	0	0%	6	12%	8	16%	49
Long-term care	1	3%	0	0%	0	0%	28	97%	29
Retirement/pension	30	48%	0	0%	33	52%	0	0%	63
Commuter/transportation benefit (added 2018)	2	7%	0	0%	2	7%	26	87%	30
Flexible Spending Account (FSA) (added 2018)	10	29%	0	0%	4	11%	21	60%	35
Other voluntary benefits	14	34%	1	2%	6	15%	20	49%	41

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	1	100%	0	0%	1
Supplemental medical	0	0%	1	100%	1
Dental	0	0%	1	100%	1
Vision	0	0%	1	100%	1
Group life insurance	0	0%	1	100%	1
Long-term care	0	0%	1	100%	1

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
HMO - Health Maintenance Organization	11	20%	44	80%	55		
PPO - Preferred Provider Organization	37	50%	37	50%	74		
POS - Point of Service	1	2%	51	98%	52		
HDHP - High-Deductible Health Plan	15	25%	45	75%	60		
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	574	345	405	496	670	982	7
HMO - Single+1	1,208	661	764	1,277	1,606	1,706	6
HMO - Family	1,315	790	1,216	1,415	1,563	1,627	6
HMO - Dependent Only	810	810	810	810	810	810	1
PPO - Single	938	426	579	726	900	2,340	30
PPO - Single+1	1,461	678	1,074	1,645	1,735	2,256	15
PPO - Family	2,288	1,258	1,550	1,815	2,605	5,552	22
PPO - Dependent Only	792	290	354	756	1,250	1,310	5
POS - Single	1,202	1,202	1,202	1,202	1,202	1,202	1
POS - Single+1	0	0	0	0	0	0	0
POS - Family	2,260	2,260	2,260	2,260	2,260	2,260	1
POS - Dependent Only	0	0	0	0	0	0	0
HDHP - Single	834	388	549	812	1,041	1,373	12
HDHP - Single+1	1,198	694	924	1,178	1,451	1,730	4
HDHP - Family	2,280	1,117	1,616	1,958	2,399	4,344	8
HDHP - Dependent Only	1,021	860	932	1,021	1,111	1,182	2

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Percentage of health insurance premium paid by covered employees (where employee pays more than 0%)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	39%	10%	10%	20%	75%	79%	5
HMO - Single+1	55%	16%	22%	53%	85%	97%	4
HMO - Family	45%	26%	28%	30%	55%	75%	3
HMO - Dependent Only	80%	80%	80%	80%	80%	80%	1
PPO - Single	39%	10%	15%	25%	75%	100%	25
PPO - Single+1	44%	20%	25%	50%	58%	74%	11
PPO - Family	41%	10%	24%	25%	55%	100%	20
PPO - Dependent Only	41%	27%	33%	41%	48%	54%	2
POS - Single	20%	20%	20%	20%	20%	20%	1
POS - Single+1	0%	0%	0%	0%	0%	0%	0
POS - Family	20%	20%	20%	20%	20%	20%	1
POS - Dependent Only	0%	0%	0%	0%	0%	0%	0
HDHP - Single	48%	10%	14%	33%	85%	100%	8
HDHP - Single+1	45%	26%	28%	30%	55%	75%	3
HDHP - Family	54%	16%	23%	33%	90%	100%	7
HDHP - Dependent Only	80%	80%	80%	80%	80%	80%	1
Total medical benefit expense cost as a percentage of total base salary expense	8%	0%	4%	8%	12%	19%	66

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		14	16%	71	84%	85	
Dental coverage separate from medical?		39	47%	44	53%	83	
Vision coverage separate from medical?		30	36%	53	64%	83	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		3	4%	78	96%	81	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	6,865	913	1,350	3,250	7,718	21,620	14
Dental coverage separate from med. % paid by employee	36%	0%	0%	20%	80%	100%	37
Vision coverage separate from med. % paid by employee	36%	0%	0%	13%	100%	100%	29
\$ amount of stipend for wellness benefits	3,867	810	2,050	3,600	5,550	7,110	3

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	1	1%	83	99%	84		
Money Purchase Plan	0	0%	84	100%	84		
Profit Sharing Plan	2	2%	82	98%	84		
Section 401(k) plan	30	36%	54	64%	84		
Section 403(b) plan	25	30%	59	70%	84		
Simplified Employee Pension (SEP)	9	11%	75	89%	84		
SIMPLE IRA	20	24%	64	76%	84		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	2	29%	5	71%	7		
457(b)	5	71%	2	29%	7		
457(f)	2	29%	5	71%	7		
Other retirement plan	1	14%	6	86%	7		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES					N
		5	25	50	75	95	
403(b) plan	6%	3%	4%	5%	7%	12%	22
401(k) plan	7%	4%	4%	5%	6%	12%	26
Simplified Employee Pension (SEP)	10%	4%	10%	10%	12%	14%	5
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	5%	5%	5%	5%	5%	5%	1
Money Purchase Plan	0%	0%	0%	0%	0%	0%	0
Profit Sharing Plan	6%	6%	6%	6%	6%	6%	1
Section 401(k) plan	5%	0%	3%	5%	6%	8%	22
Section 403(b) plan	5%	0%	0%	4%	9%	10%	21
Simplified Employee Pension (SEP)	8%	2%	5%	8%	10%	13%	8
SIMPLE IRA	3%	3%	3%	3%	3%	3%	20

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Did you change retirement plan offerings last year?	4	5%	79	95%	83

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	46	54%	39	46%	85		
Sick leave	37	44%	48	56%	85		
Personal/discretionary	23	27%	62	73%	85		
Paid time off (PTO)	43	51%	42	49%	85		
Paid holidays	80	94%	5	6%	85		
Maternity leave	29	34%	56	66%	85		
Paternity leave	21	25%	64	75%	85		
Adoption leave	16	19%	69	81%	85		
Bereavement leave	53	62%	32	38%	85		
Compensatory time off for exempt staff	2	2%	83	98%	85		
Jury duty	52	61%	33	39%	85		
Wellness leave	1	1%	84	99%	85		
Base days provided for all FULL-time staff	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	14	10	10	10	15	20	42
Sick leave	12	5	5	9	12	20	32
Personal/discretionary	4	2	2	3	4	11	17
Paid time off (PTO)	19	9	15	20	24	28	36
Paid holidays	11	8	9	10	12	17	72
Maternity leave	38	8	29	30	40	87	27
Paternity leave	31	7	13	30	40	81	20
Adoption leave	30	6	13	30	40	69	15
Bereavement leave	4	3	3	3	5	6	41
Compensatory time off for exempt staff	0	0	0	0	0	0	0
Jury duty	8	1	2	5	10	20	27
Wellness leave	15	15	15	15	15	15	1

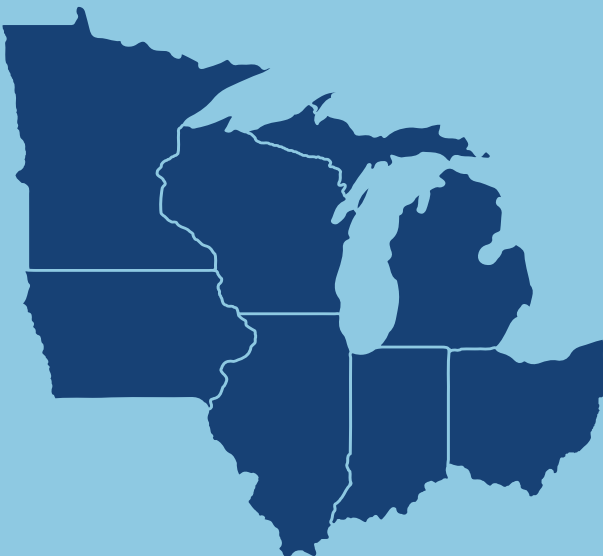
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	16	53%	14	47%	30
Sick leave	15	50%	15	50%	30
Personal/discretionary	12	40%	18	60%	30
Paid time off (PTO)	13	43%	17	57%	30
Paid holidays	26	87%	4	13%	30
Maternity leave	6	20%	24	80%	30
Paternity leave	5	17%	25	83%	30
Adoption leave	4	13%	26	87%	30
Bereavement leave	15	50%	15	50%	30
Compensatory time off for exempt staff	2	7%	28	93%	30
Jury duty	17	57%	13	43%	30
Wellness leave	1	3%	29	97%	30
Other benefits to FULL-time staff					
Matching gifts program	10	12%	71	88%	81
Parking allowance or subsidy	9	11%	72	89%	81
Professional association dues	38	47%	43	53%	81
Professional development allowance	34	42%	47	58%	81
Tuition assistance	18	22%	63	78%	81
Public transportation allowance or subsidy	1	1%	80	99%	81
529 college savings plan	0	0%	81	100%	81
Healthcare flexible spending account	25	31%	56	69%	81
Dependent care flexible spending account	14	17%	67	83%	81
None of the above benefits are offered	19	23%	62	77%	81

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	4	12%	30	88%	34
Parking allowance or subsidy	6	18%	28	82%	34
Professional association dues	10	29%	24	71%	34
Professional development allowance	11	32%	23	68%	34
Tuition assistance	5	15%	29	85%	34
Public transportation allowance or subsidy	1	3%	33	97%	34
529 college savings plan	0	0%	34	100%	34
Healthcare flexible spending account	6	18%	28	82%	34
Dependent care flexible spending account	5	15%	29	85%	34
None of the above benefits are offered	13	38%	21	62%	34

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	17	24%	55	76%	72
If "No," is foundation considering offering domestic partner benefits?	7	25%	21	75%	28
Does your "domestic partner" include same and opposite sexes?	15	100%	0	0%	15
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	36	50%	36	50%	72
Does your foundation have a written severance/separation policy for employees?	17	20%	67	80%	84
Are employees offered any of the following?					
Severance pay	16	84%	3	16%	19
Outplacement services	1	5%	18	95%	19
Continued medical benefits	6	32%	13	68%	19
Continued life insurance benefits	1	5%	18	95%	19
Office use	1	5%	18	95%	19
Other	3	16%	16	84%	19
Methods by which severance payments are made					
Lump sum	5	33%	10	67%	15
Via payroll schedule	3	20%	12	80%	15
Specific to agreement with employee	8	53%	7	47%	15
Other	0	0%	15	100%	15

Benefits Summary

FOUNDATIONS WITH \$150 MILLION OR MORE ASSETS



BENEFITS SUMMARY FOR FOUNDATIONS WITH \$150 MILLION OR MORE ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	YES	%	NO	%	TOTAL		
Does your foundation offer voluntary benefits to full-time, part-time, or retired employees?	94	99%	1	1%	95		
Does your foundation offer paid leave to full-time or part-time employees?	95	100%	0	0%	95		
Does your foundation have part-time employees?	40	42%	55	58%	95		
Does your foundation have any retired employees?	51	57%	39	43%	90		
Voluntary benefits to retired employees?	14	15%	77	85%	91		
Are retirees required to contribute to benefits costs?	6	43%	8	57%	14		
If "Yes," what is the percentage of their required contribution?	MEAN		PERCENTILES				N
		5	25	50	75	95	
	43%	9%	14%	20%	60%	92%	3
Overall benefit costs as a percentage of total salary costs							
Required benefits	8%	6%	6%	7%	8%	10%	90
Medical benefits	11%	3%	8%	10%	13%	20%	88
Supplemental medical benefits	1%	0%	1%	1%	2%	2%	2
Dental benefits	1%	0%	1%	1%	1%	1%	57
Vision benefits	0%	0%	0%	0%	0%	0%	31
Short-term disability	0%	0%	0%	0%	1%	1%	43
Long-term disability	1%	0%	0%	0%	1%	1%	71
Group life insurance	0%	0%	0%	0%	1%	1%	69
Long-term care	0%	0%	0%	0%	0%	0%	4
Retirement/pension	10%	3%	5%	9%	12%	19%	85
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	1%	91
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	1%	91
Other voluntary benefits	2%	0%	0%	0%	1%	16%	34
Total voluntary benefits	23%	8%	16%	21%	25%	36%	91

BENEFITS SUMMARY FOR FOUNDATIONS WITH \$150 MILLION OR MORE ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	FULL-TIME STAFF ONLY		PART-TIME STAFF ONLY		BOTH FT & PT		NEITHER		TOTAL
Types of Voluntary Benefits Offered to Staff									
Medical, incl. drugs	71	78%	0	0%	20	22%	0	0%	91
Supplemental medical	6	10%	0	0%	3	5%	53	85%	62
Dental	55	66%	1	1%	18	22%	9	11%	83
Vision	40	55%	0	0%	11	15%	22	30%	73
Short-term disability	41	59%	1	1%	16	23%	12	17%	70
Long-term disability	60	73%	0	0%	17	21%	5	6%	82
Group life insurance	58	72%	0	0%	18	22%	5	6%	81
Long-term care	8	14%	0	0%	2	3%	48	83%	58
Retirement/pension	40	48%	1	1%	43	51%	0	0%	84
Commuter/transportation benefit (added 2018)	4	7%	0	0%	12	21%	42	72%	58
Flexible Spending Account (FSA) (added 2018)	24	41%	0	0%	12	20%	23	39%	59
Other voluntary benefits	22	34%	0	0%	17	27%	25	39%	64

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	10	71%	4	29%	14
Supplemental medical	1	7%	13	93%	14
Dental	7	50%	7	50%	14
Vision	4	29%	10	71%	14
Group life insurance	2	14%	12	86%	14
Long-term care	0	0%	14	100%	14

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
HMO - Health Maintenance Organization	18	30%	42	70%	60		
PPO - Preferred Provider Organization	49	63%	29	37%	78		
POS - Point of Service	6	11%	48	89%	54		
HDHP - High-Deductible Health Plan	52	71%	21	29%	73		
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	560	395	435	542	650	814	17
HMO - Single+1	1,163	841	986	1,087	1,320	1,584	16
HMO - Family	1,558	794	1,153	1,551	1,823	2,506	17
HMO - Dependent Only	817	533	659	817	974	1,100	2
PPO - Single	774	375	533	713	994	1,318	44
PPO - Single+1	1,542	881	1,144	1,377	1,850	2,561	39
PPO - Family	2,130	821	1,427	2,125	2,606	3,874	40
PPO - Dependent Only	1,598	479	1,114	1,633	2,138	2,659	10
POS - Single	772	576	593	717	878	1,080	6
POS - Single+1	1,447	1,141	1,355	1,410	1,633	1,727	5
POS - Family	2,359	1,414	1,729	2,182	2,990	3,508	6
POS - Dependent Only	967	967	967	967	967	967	1
HDHP - Single	689	378	502	617	802	1,070	47
HDHP - Single+1	1,422	771	1,140	1,344	1,755	2,063	40
HDHP - Family	1,853	717	1,448	1,845	2,185	2,897	44
HDHP - Dependent Only	1,173	307	870	1,139	1,601	1,995	9

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Percentage of health insurance premium paid by covered employees (where employee pays more than 0%)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	15%	2%	6%	11%	20%	41%	14
HMO - Single+1	24%	9%	16%	23%	26%	47%	14
HMO - Family	26%	10%	18%	25%	31%	46%	15
HMO - Dependent Only	19%	19%	19%	19%	19%	19%	1
PPO - Single	27%	4%	11%	20%	30%	88%	33
PPO - Single+1	28%	4%	19%	24%	31%	79%	32
PPO - Family	33%	5%	20%	28%	31%	88%	33
PPO - Dependent Only	21%	8%	14%	19%	31%	32%	7
POS - Single	18%	10%	13%	15%	20%	32%	5
POS - Single+1	18%	7%	11%	16%	24%	33%	4
POS - Family	21%	6%	15%	20%	33%	35%	5
POS - Dependent Only	30%	30%	30%	30%	30%	30%	1
HDHP - Single	28%	2%	10%	15%	31%	90%	36
HDHP - Single+1	28%	3%	13%	23%	38%	72%	32
HDHP - Family	30%	2%	13%	23%	39%	79%	36
HDHP - Dependent Only	34%	13%	20%	25%	50%	57%	7
Total medical benefit expense cost as a percentage of total base salary expense	11%	3%	7%	10%	14%	19%	87

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		20	22%	73	78%	93	
Dental coverage separate from medical?		69	74%	24	26%	93	
Vision coverage separate from medical?		55	59%	38	41%	93	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		10	11%	83	89%	93	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	2,475	600	1,500	2,008	2,525	6,575	20
Dental coverage separate from med. % paid by employee	29%	0%	0%	20%	30%	100%	67
Vision coverage separate from med. % paid by employee	52%	0%	1%	35%	100%	100%	50
\$ amount of stipend for wellness benefits	934	354	500	600	750	2,600	9

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	6	6%	87	94%	93		
Money Purchase Plan	4	4%	89	96%	93		
Profit Sharing Plan	8	9%	85	91%	93		
Section 401(k) plan	47	51%	46	49%	93		
Section 403(b) plan	40	43%	53	57%	93		
Simplified Employee Pension (SEP)	8	9%	85	91%	93		
SIMPLE IRA	2	2%	91	98%	93		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	3	10%	28	90%	31		
457(b)	28	90%	3	10%	31		
457(f)	7	23%	24	77%	31		
Other retirement plan	1	3%	30	97%	31		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES					N
		5	25	50	75	95	
403(b) plan	9%	3%	5%	6%	10%	15%	28
401(k) plan	6%	2%	4%	5%	8%	12%	40
Simplified Employee Pension (SEP)	12%	5%	5%	6%	15%	23%	3
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	8%	8%	8%	8%	9%	9%	3
Money Purchase Plan	8%	5%	6%	8%	10%	11%	4
Profit Sharing Plan	8%	0%	4%	10%	11%	16%	8
Section 401(k) plan	5%	0%	0%	3%	8%	12%	36
Section 403(b) plan	4%	0%	0%	2%	6%	11%	34
Simplified Employee Pension (SEP)	13%	5%	7%	15%	15%	22%	7
SIMPLE IRA	3%	3%	3%	3%	3%	3%	2

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Did you change retirement plan offerings last year?	5	5%	88	95%	93

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	56	59%	39	41%	95		
Sick leave	50	53%	45	47%	95		
Personal/discretionary	43	45%	52	55%	95		
Paid time off (PTO)	42	44%	53	56%	95		
Paid holidays	91	96%	4	4%	95		
Maternity leave	59	62%	36	38%	95		
Paternity leave	51	54%	44	46%	95		
Adoption leave	49	52%	46	48%	95		
Bereavement leave	79	83%	16	17%	95		
Compensatory time off for exempt staff	3	3%	92	97%	95		
Jury duty	77	81%	18	19%	95		
Wellness leave	4	4%	91	96%	95		
Base days provided for all FULL-time staff							
	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	15	8	10	15	20	26	53
Sick leave	17	5	9	10	12	78	45
Personal/discretionary	6	1	2	3	5	8	40
Paid time off (PTO)	20	10	15	19	24	31	39
Paid holidays	10	7	9	10	11	14	87
Maternity leave	44	11	25	40	60	90	54
Paternity leave	37	10	20	30	60	88	46
Adoption leave	38	10	20	30	60	75	46
Bereavement leave	4	2	3	3	5	5	72
Compensatory time off for exempt staff	10	10	10	10	10	10	1
Jury duty	12	1	5	5	10	30	45
Wellness leave	13	2	5	9	20	28	3

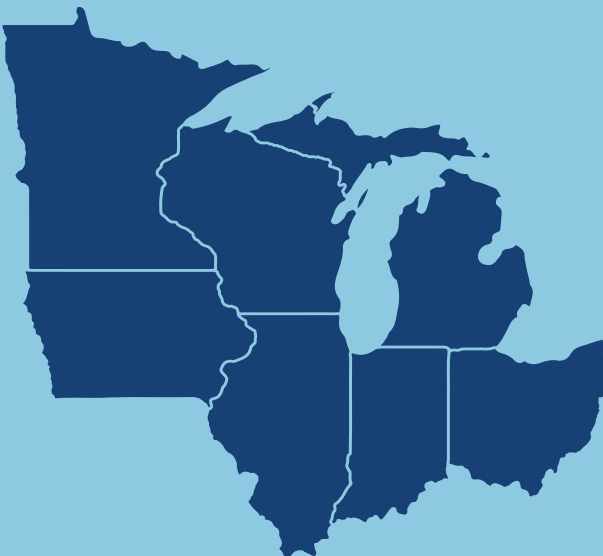
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	12	48%	13	52%	25
Sick leave	14	56%	11	44%	25
Personal/discretionary	6	24%	19	76%	25
Paid time off (PTO)	14	56%	11	44%	25
Paid holidays	21	84%	4	16%	25
Maternity leave	11	44%	14	56%	25
Paternity leave	10	40%	15	60%	25
Adoption leave	10	40%	15	60%	25
Bereavement leave	17	68%	8	32%	25
Compensatory time off for exempt staff	2	8%	23	92%	25
Jury duty	16	64%	9	36%	25
Wellness leave	1	4%	24	96%	25
Other benefits to FULL-time staff					
Matching gifts program	37	40%	56	60%	93
Parking allowance or subsidy	18	19%	75	81%	93
Professional association dues	73	78%	20	22%	93
Professional development allowance	61	66%	32	34%	93
Tuition assistance	51	55%	42	45%	93
Public transportation allowance or subsidy	8	9%	85	91%	93
529 college savings plan	4	4%	89	96%	93
Healthcare flexible spending account	49	53%	44	47%	93
Dependent care flexible spending account	50	54%	43	46%	93
None of the above benefits are offered	5	5%	88	95%	93

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	10	40%	15	60%	25
Parking allowance or subsidy	5	20%	20	80%	25
Professional association dues	13	52%	12	48%	25
Professional development allowance	13	52%	12	48%	25
Tuition assistance	6	24%	19	76%	25
Public transportation allowance or subsidy	1	4%	24	96%	25
529 college savings plan	0	0%	25	100%	25
Healthcare flexible spending account	9	36%	16	64%	25
Dependent care flexible spending account	10	40%	15	60%	25
None of the above benefits are offered	2	8%	23	92%	25

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	43	49%	45	51%	88
If "No," is foundation considering offering domestic partner benefits?	5	16%	27	84%	32
Does your "domestic partner" include same and opposite sexes?	38	97%	1	3%	39
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	65	73%	24	27%	89
Does your foundation have a written severance/separation policy for employees?	16	18%	72	82%	88
Are employees offered any of the following?					
Severance pay	39	87%	6	13%	45
Outplacement services	14	31%	31	69%	45
Continued medical benefits	19	42%	26	58%	45
Continued life insurance benefits	5	11%	40	89%	45
Office use	1	2%	44	98%	45
Other	1	2%	44	98%	45
Methods by which severance payments are made					
Lump sum	14	37%	24	63%	38
Via payroll schedule	12	32%	26	68%	38
Specific to agreement with employee	27	71%	11	29%	38
Other	0	0%	38	100%	38

Demographics Summary

ALL MIDWEST FOUNDATIONS



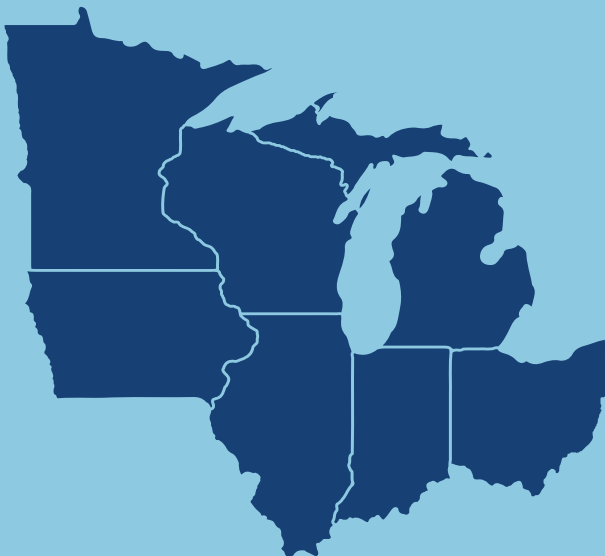
DEMOGRAPHICS SUMMARY FOR ALL MIDWEST FOUNDATIONS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	75.3%	1,838	86.0%	461	72.8%	1,027	70.9%	350
Black	13.2%	323	7.3%	39	14.6%	206	15.8%	78
Hispanic (any race)	5.0%	123	3.2%	17	5.2%	74	6.5%	32
Asian	2.9%	71	0.9%	5	3.8%	53	2.6%	13
Hawaiian/Pacific Islander	0.5%	13	0.6%	3	0.4%	5	1.0%	5
American Indian/Alaska Native	0.5%	12	0.6%	3	0.5%	7	0.4%	2
Bi- or Multi-racial	1.7%	42	0.9%	5	1.7%	24	2.6%	13
Middle Eastern/North African	0.5%	12	0.4%	2	0.7%	10	0.0%	0
Other	0.2%	6	0.2%	1	0.3%	4	0.2%	1
TOTAL	100%	2,440	100%	536	100.0%	1,410	100%	494
GENDER								
Female	78.1%	1,963	64.8%	355	79.0%	1,145	89.6%	463
Male	21.9%	552	35.2%	193	21.0%	305	10.4%	54
Nonbinary	0.2%	4	0.0%	0	0.1%	2	0.4%	2
TOTAL	100%	2,515	100%	548	100%	1,450	100%	517
AGE GROUP								
Under 30	8.2%	152	0.2%	1	7.5%	79	18.5%	72
Between 30 and 39	23.6%	439	10.9%	45	27.0%	286	27.7%	108
Between 40 and 49	26.0%	485	24.2%	100	29.0%	307	20.0%	78
Between 50 and 65	37.9%	705	56.4%	233	33.5%	355	30.0%	117
66 and older	4.4%	81	8.2%	34	3.0%	32	3.8%	15
TOTAL	100%	1,862	100.0%	413	100%	1,059	100%	390

Demographics Summary

FOUNDATIONS WITH \$0-49.9 MILLION ASSETS



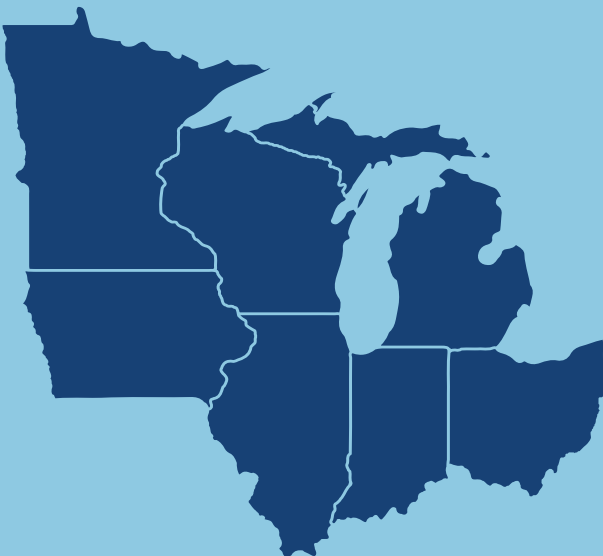
DEMOGRAPHICS SUMMARY FOR FOUNDATIONS WITH \$0-49.9 MILLION ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	78.0%	262	87.5%	98	72.6%	130	75.6%	34
Black	8.6%	29	4.5%	5	10.6%	19	11.1%	5
Hispanic (any race)	6.5%	22	4.5%	5	6.7%	12	11.1%	5
Asian	3.6%	12	1.8%	2	5.6%	10	0.0%	0
Hawaiian/Pacific Islander	0.9%	3	0.9%	1	1.1%	2	0.0%	0
American Indian/Alaska Native	0.3%	1	0.0%	0	0.6%	1	0.0%	0
Bi- or Multi-racial	1.2%	4	0.9%	1	1.1%	2	2.2%	1
Middle Eastern/North African	0.9%	3	0.0%	0	1.7%	3	0.0%	0
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0
TOTAL	100%	336	100%	112	100%	179	100%	45
GENDER								
Female	85.1%	286	80.5%	91	87.2%	156	88.6%	39
Male	14.9%	50	19.5%	22	12.8%	23	11.4%	5
Nonbinary	0.9%	3	0.0%	0	1.1%	2	2.3%	1
TOTAL	100%	336	100%	113	100%	179	100%	44
AGE GROUP								
Under 30	12.1%	37	1.0%	1	15.4%	25	26.8%	11
Between 30 and 39	24.5%	75	12.6%	13	30.2%	49	31.7%	13
Between 40 and 49	24.5%	75	29.1%	30	24.7%	40	12.2%	5
Between 50 and 65	33.7%	103	50.5%	52	25.3%	41	24.4%	10
66 and older	5.2%	16	6.8%	7	4.3%	7	4.9%	2
TOTAL	100%	306	100%	103	100%	162	100%	41

Demographics Summary

FOUNDATIONS WITH \$50-149.9 MILLION ASSETS



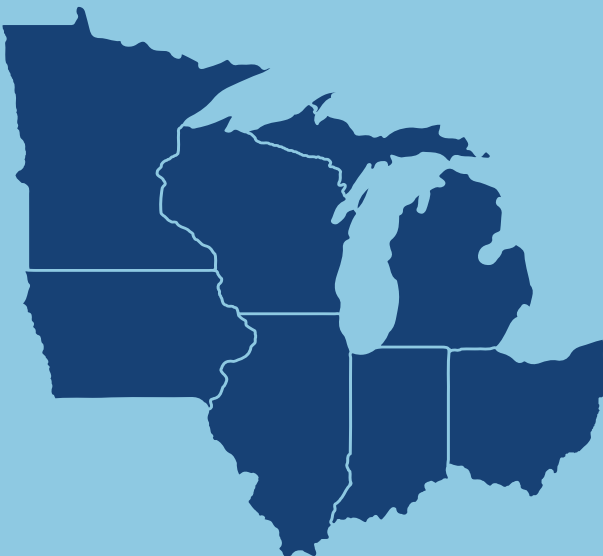
DEMOGRAPHICS SUMMARY FOR FOUNDATIONS WITH \$50-149.9 MILLION ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	88.8%	438	94.4%	134	85.9%	237	89.3%	67
Black	4.3%	21	1.4%	2	5.8%	16	4.0%	3
Hispanic (any race)	2.0%	10	0.7%	1	2.5%	7	2.7%	2
Asian	0.8%	4	0.7%	1	1.1%	3	0.0%	0
Hawaiian/Pacific Islander	0.4%	2	0.0%	0	0.4%	1	1.3%	1
American Indian/Alaska Native	0.2%	1	0.7%	1	0.0%	0	0.0%	0
Bi- or Multi-racial	3.0%	15	2.1%	3	3.6%	10	2.7%	2
Middle Eastern/North African	0.2%	1	0.0%	0	0.4%	1	0.0%	0
Other	0.2%	1	0.0%	0	0.4%	1	0.0%	0
TOTAL	100%	493	100%	142	100%	276	100%	75
GENDER								
Female	78.9%	420	67.3%	99	81.3%	239	90.1%	82
Male	21.1%	112	32.7%	48	18.7%	55	9.9%	9
Nonbinary	0.0%	0	0.0%	0	0.0%	0	0.0%	0
TOTAL	100%	532	100%	147	100%	294	100%	91
AGE GROUP								
Under 30	9.8%	40	0.0%	0	11.8%	27	18.6%	13
Between 30 and 39	22.6%	92	12.0%	13	29.3%	67	17.1%	12
Between 40 and 49	23.3%	95	25.0%	27	22.3%	51	24.3%	17
Between 50 and 65	40.0%	163	55.6%	60	33.6%	77	37.1%	26
66 and older	4.2%	17	7.4%	8	3.1%	7	2.9%	2
TOTAL	100%	407	100%	108	100%	229	100%	70

Demographics Summary

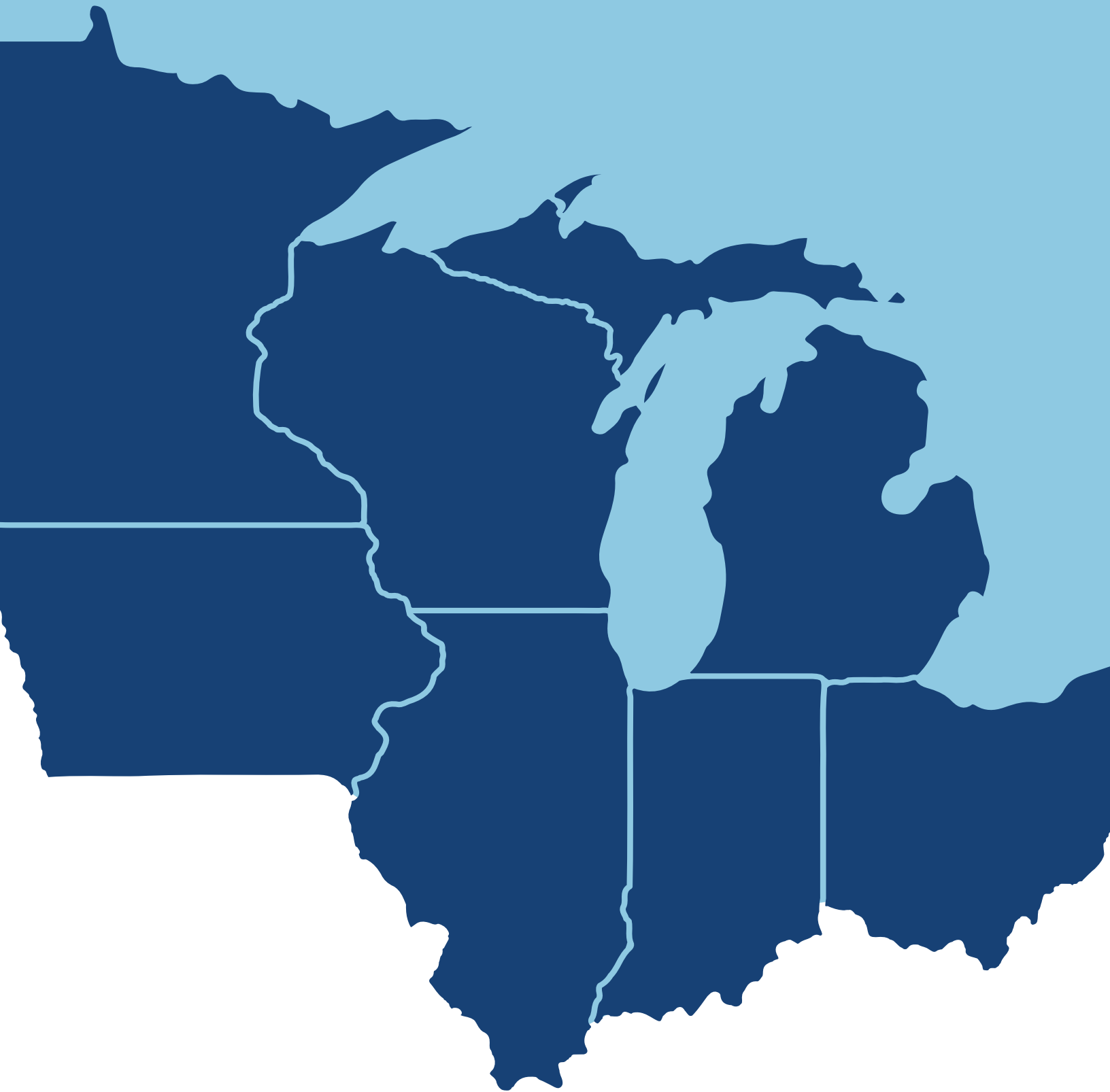
FOUNDATIONS WITH \$150 MILLION OR MORE ASSETS



DEMOGRAPHICS SUMMARY FOR FOUNDATIONS WITH \$150 MILLION OR MORE ASSETS

STATES REPRESENTED: ILLINOIS, INDIANA, IOWA, MICHIGAN, MINNESOTA, OHIO, WISCONSIN

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	70.6%	1,138	81.2%	229	69.1%	660	66.6%	249
Black	16.9%	273	11.3%	32	17.9%	171	18.7%	70
Hispanic (any race)	5.6%	91	3.9%	11	5.8%	55	6.7%	25
Asian	3.4%	55	0.7%	2	4.2%	40	3.5%	13
Hawaiian/Pacific Islander	0.5%	8	0.7%	2	0.2%	2	1.1%	4
American Indian/Alaska Native	0.6%	10	0.7%	2	0.6%	6	0.5%	2
Bi- or Multi-racial	1.4%	23	0.4%	1	1.3%	12	2.7%	10
Middle Eastern/North African	0.5%	8	0.7%	2	0.6%	6	0.0%	0
Other	0.3%	5	0.4%	1	0.3%	3	0.3%	1
TOTAL	100%	1,611	100%	282	100%	955	100%	374
GENDER								
Female	76.3%	1,257	57.3%	165	76.8%	750	89.5%	342
Male	23.7%	390	42.7%	123	23.2%	227	10.5%	40
Nonbinary	0.1%	1	0.0%	0	0.0%	0	0.3%	1
TOTAL	100%	1,647	100%	288	100%	977	100%	382
AGE GROUP								
Under 30	6.5%	75	0.0%	0	4.0%	27	17.2%	48
Between 30 and 39	23.7%	272	9.4%	19	25.4%	170	29.7%	83
Between 40 and 49	27.4%	315	21.3%	43	32.3%	216	20.1%	56
Between 50 and 65	38.2%	439	59.9%	121	35.5%	237	29.0%	81
66 and older	4.2%	48	9.4%	19	2.7%	18	3.9%	11
TOTAL	100%	1,149	100%	202	100%	668	100%	279



2022 MIDWEST GRANTMAKER SALARY,
BENEFITS, & DEMOGRAPHICS REPORT