

2023 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 2023 Midwest Grantmaker Salary, Benefits, and Demographics Report uses 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.

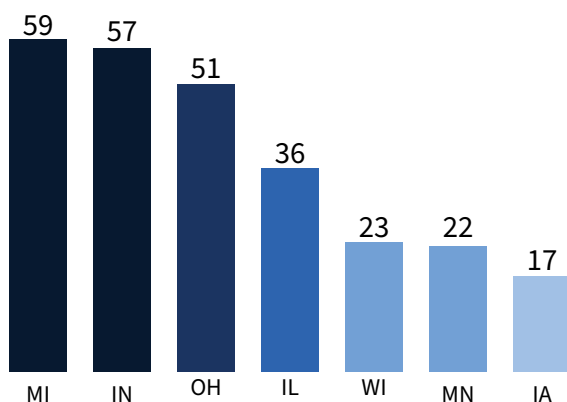
This report includes information on full-time paid foundation staff within Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, and Wisconsin reported to COF as of February 1, 2023. Further copying and distribution without COF express written permission is prohibited. Grantmakers that submitted data to COF through their 2023 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.

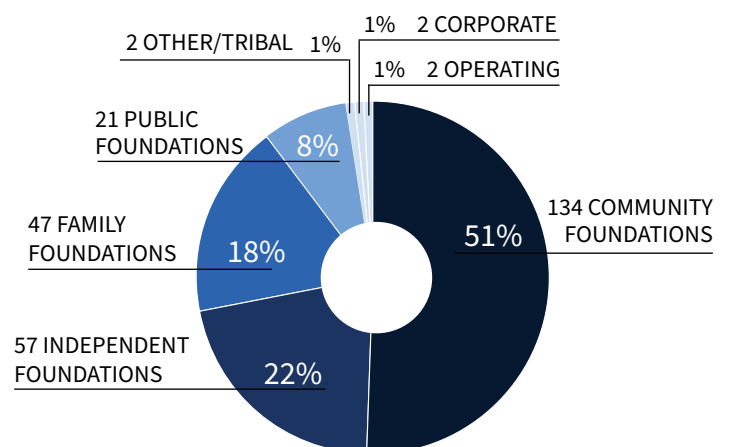
Key terms that may be useful in interpreting this data:

- » **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 distinct positions frequently found within grantmaking organizations. This section includes COF's descriptions of these job titles and the responsibilities of these individuals.

EXECUTIVE POSITIONS

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.

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.

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.

FINANCE POSITIONS

Chief Financial Officer/Treasurer

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.

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.

Manager of Accounting

This position manages staff and/or work within the organization's accounting function.

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.

PROGRAM POSITIONS

Vice President (Programs)

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.

ADVANCEMENT/DEVELOPMENT POSITIONS

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 Services/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.

COMMUNICATIONS POSITIONS

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.

Manager of Communications

This position manages the organization's communications activities and, in some cases, communications staff.

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.

OPERATIONS POSITIONS

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.)

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.

Technology Professional

This position handles network administration, computer programming, data processing, or database management activities. They may provide technical assistance to other staff (e.g., finance professionals, grants managers, etc.) regarding the organization's

computer equipment. This position may also be called Information Technology Specialist or Technician; previous Grantmaker Salary and Benefits reports referred to this position as Computer Professional.

Technology Manager

This position supports the organization's technology function by managing technology work and/or staff.

Director of Administration/Operations

This position directs the organization's operations function. This position reports to the executive office.

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.

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. This position may also be called Operations Associate.

GRANTS MANAGEMENT POSITIONS

Director of Grants Management

This position is responsible for developing and directing the grants management position at their organization. They oversee and direct the work of grants management staff.

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.

OTHER PROFESSIONAL POSITIONS

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.

Director of Human Resources

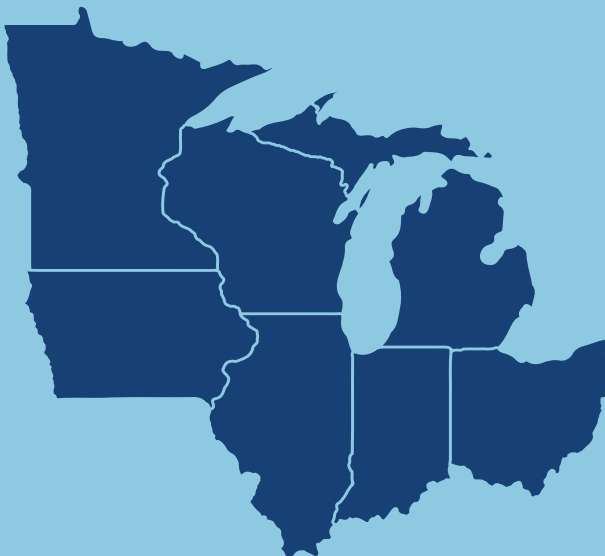
This position is responsible for directing the human resource activities of the organization, including recruitment, hiring, benefits, compensation, orientation, and training. They are responsible for establishing personnel policies, procedures, and practices.

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 their assigned area of responsibility.

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		
EXECUTIVE STAFF									
CEO	\$250 or More	434,795	282,190	361,920	537,087	149,042	1,100,100	47	46
	\$100 to 249.9	234,288	185,000	220,000	283,710	120,000	540,000	57	57
	\$50 to \$99.9	165,963	124,815	160,000	202,802	72,000	300,000	55	55
	\$25 to \$49.9	132,553	100,368	110,065	150,000	69,081	350,000	41	41
	\$15 to \$24.9	119,380	94,365	117,750	144,750	47,000	222,473	16	16
	Less than \$14.9	98,474	67,213	81,500	119,313	40,000	204,000	30	30
	All	216,328	115,446	171,809	253,277	40,000	1,100,100	246	245
Assoc Dir/EVP	\$250 or More	*	*	*	*	123,899	568,000	12	9
	\$100 to 249.9	*	*	*	*	105,453	280,900	10	7
	\$50 to \$99.9	*	*	*	*	*	*	3	3
	\$25 to \$49.9	*	*	*	*	*	*	4	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	191,067	123,899	149,824	235,228	67,086	568,000	30	23
General Counsel	\$250 or More	*	*	*	*	230,169	513,309	6	5
	\$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	*	*	*	*	114,618	513,309	8	7

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	80,451	69,000	76,648	96,509	44,000	120,000	56	34
	\$100 to 249.9	*	*	*	*	36,005	100,000	21	16
	\$50 to \$99.9	54,462	46,800	50,581	68,480	16,612	81,349	13	13
	\$25 to \$49.9	62,003	46,800	59,029	75,000	41,186	88,000	5	5
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	72,039	59,272	72,149	84,875	16,612	120,000	98	71
FINANCE STAFF									
CFO/Treasurer	\$250 or More	247,279	156,179	236,900	300,825	114,382	568,000	31	31
	\$100 to 249.9	158,848	127,000	137,500	192,400	103,900	292,000	29	29
	\$50 to \$99.9	116,107	80,000	96,430	135,000	64,800	294,982	17	17
	\$25 to \$49.9	98,552	80,496	92,500	104,868	55,323	160,000	12	12
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	172,390	109,174	145,116	219,470	55,323	568,000	90	90
Controller	\$250 or More	152,983	119,058	144,161	178,111	91,000	293,200	30	29
	\$100 to 249.9	106,780	83,500	86,510	117,287	73,167	186,210	7	7
	\$50 to \$99.9	85,540	68,325	82,301	87,713	58,500	177,750	16	16
	\$25 to \$49.9	75,861	67,925	70,800	79,686	67,500	93,396	5	5
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	72,338	58,916	82,500	84,087	40,644	95,545	5	5
	All	116,880	82,202	97,224	145,822	40,644	293,200	65	64

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	212,140	128,410	191,174	252,260	102,384	387,504	9	9
	\$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	180,719	103,296	143,419	239,315	73,343	387,504	12	12
Assistant Treasurer	All	*	*	*	*	*	*	3	3
Manager of Accounting	\$250 or More	*	*	*	*	81,740	155,400	8	7
	\$100 to 249.9	*	*	*	*	*	*	3	3
	\$50 to \$99.9	*	*	*	*	*	*	3	3
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	90,186	63,150	89,267	104,605	44,655	155,400	16	15
Accountant	\$250 or More	82,011	71,258	85,272	90,416	56,784	127,084	44	23
	\$100 to 249.9	64,478	58,938	65,000	73,282	30,800	88,000	22	20
	\$50 to \$99.9	74,972	55,145	63,963	78,518	46,842	134,345	11	10
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	74,346	60,625	72,800	89,430	28,000	134,345	83	59

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Accounting Clerk	\$250 or More	61,468	53,660	59,344	73,542	41,371	79,040	21	18
	\$100 to 249.9	*	*	*	*	25,765	54,893	14	6
	\$50 to \$99.9	*	*	*	*	*	*	5	3
	\$25 to \$49.9	*	*	*	*	*	*	5	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	53,105	47,833	50,090	58,238	25,765	79,040	47	32
PROGRAM STAFF									
VP (Program)	\$250 or More	217,691	142,117	193,700	248,050	101,088	516,917	48	38
	\$100 to 249.9	130,756	107,120	119,000	146,138	86,800	196,508	21	18
	\$50 to \$99.9	123,427	92,784	107,000	126,684	63,500	239,230	13	11
	\$25 to \$49.9	*	*	*	*	*	*	4	4
	\$15 to \$24.9	*	*	*	*	*	*	4	3
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	172,921	113,360	143,776	207,260	58,869	516,917	91	75
Program Director	\$250 or More	176,639	130,763	167,457	246,238	64,480	268,164	82	33
	\$100 to 249.9	123,574	95,357	113,500	160,500	62,000	188,723	35	19
	\$50 to \$99.9	80,085	62,145	69,718	86,611	50,000	206,750	24	20
	\$25 to \$49.9	65,602	62,531	69,297	69,500	45,000	79,037	11	9
	\$15 to \$24.9	*	*	*	*	*	*	6	3
	Less than \$14.9	*	*	*	*	28,000	71,749	8	5
	All	134,474	75,841	113,971	173,757	28,000	268,164	166	89

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Senior Program Officer	\$250 or More	153,264	138,939	172,000	180,414	74,000	219,800	68	24
	\$100 to 249.9	111,694	90,750	114,790	129,726	71,894	145,000	28	20
	\$50 to \$99.9	88,655	72,861	80,774	93,454	57,215	135,000	17	15
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	4	4
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	130,805	89,550	134,500	177,379	37,013	219,800	119	65
Program Officer	\$250 or More	114,795	91,750	113,303	143,723	55,980	181,000	167	35
	\$100 to 249.9	83,059	65,058	83,800	95,543	56,000	137,500	60	39
	\$50 to \$99.9	62,608	51,600	62,982	64,043	38,480	110,000	41	25
	\$25 to \$49.9	57,012	46,951	55,991	65,750	37,500	86,030	31	21
	\$15 to \$24.9	*	*	*	*	42,707	96,498	11	5
	Less than \$14.9	70,467	46,490	67,480	91,875	42,432	105,907	6	6
	All	94,156	64,043	90,770	116,250	37,500	181,000	316	131
Program Associate	\$250 or More	73,918	60,750	77,302	85,187	48,500	88,678	59	23
	\$100 to 249.9	60,231	46,914	51,000	69,011	40,000	89,652	25	15
	\$50 to \$99.9	51,535	41,000	54,369	57,335	38,000	65,064	13	11
	\$25 to \$49.9	*	*	*	*	36,750	61,800	6	5
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	65,872	50,944	64,513	79,000	36,750	89,652	106	57

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Program Assistant	\$250 or More	*	*	*	*	37,055	84,400	80	23
	\$100 to 249.9	47,103	39,039	44,370	51,800	30,000	73,675	7	7
	\$50 to \$99.9	*	*	*	*	33,000	51,886	12	8
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	60,501	50,000	64,764	65,920	30,000	84,400	103	42
ADVANCEMENT/DEVELOPMENT STAFF									
VP/Chief Dev/Adv Officer	\$250 or More	175,006	146,110	166,003	199,189	105,000	275,000	14	14
	\$100 to 249.9	120,196	102,760	116,700	130,000	72,100	183,000	15	15
	\$50 to \$99.9	95,898	83,368	92,914	97,906	52,731	162,000	11	11
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	129,145	93,751	120,338	161,013	48,500	275,000	46	46
Dir/Officer Donor Services	\$250 or More	100,112	80,884	100,217	114,205	58,500	159,602	50	18
	\$100 to 249.9	71,685	63,669	66,836	74,632	59,240	112,507	23	14
	\$50 to \$99.9	75,006	62,500	75,737	82,458	48,686	120,750	14	11
	\$25 to \$49.9	*	*	*	*	22,116	89,116	10	7
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	86,135	69,288	80,884	103,858	22,116	159,602	98	51

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	107,450	89,692	93,964	114,708	79,870	194,735	15	11
	\$100 to 249.9	*	*	*	*	72,746	114,088	7	5
	\$50 to \$99.9	*	*	*	*	*	*	6	4
	\$25 to \$49.9	*	*	*	*	*	*	5	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	94,175	72,746	89,692	110,000	55,105	194,735	33	23
Donor Svcs/Dev/Adv Asst	\$250 or More	61,015	49,962	57,139	60,488	48,339	155,000	53	17
	\$100 to 249.9	54,693	46,246	50,448	63,750	36,075	84,000	18	16
	\$50 to \$99.9	*	*	*	*	41,903	58,500	7	5
	\$25 to \$49.9	*	*	*	*	40,040	77,992	9	6
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	58,180	48,339	56,691	60,488	36,075	155,000	90	47
COMMUNICATIONS STAFF									
Director of Communications	\$250 or More	140,659	98,388	122,831	154,030	72,000	363,789	34	30
	\$100 to 249.9	88,914	76,862	83,250	107,400	60,000	117,720	18	18
	\$50 to \$99.9	61,798	55,729	59,000	65,000	37,736	90,950	13	13
	\$25 to \$49.9	*	*	*	*	56,774	121,910	6	5
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	105,962	73,238	89,960	121,910	37,736	363,789	75	70

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Manager of Communications	\$250 or More	89,221	70,327	87,197	98,417	52,950	189,946	18	13
	\$100 to 249.9	70,208	62,384	69,768	72,625	57,500	90,709	6	6
	\$50 to \$99.9	68,341	59,250	64,250	69,320	42,000	115,000	7	7
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	77,184	60,000	70,327	88,381	36,400	189,946	35	30
Communications Associate	\$250 or More	64,268	53,475	61,031	76,664	43,283	98,000	35	23
	\$100 to 249.9	53,577	50,496	54,236	57,506	21,750	90,023	16	12
	\$50 to \$99.9	47,973	38,333	47,132	55,500	36,965	61,786	13	12
	\$25 to \$49.9	51,472	43,157	52,715	60,000	36,000	65,000	6	6
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	57,133	48,699	54,951	63,381	21,750	98,000	72	55
OPERATIONS STAFF									
VP (Admin)	\$250 or More	253,465	177,668	197,215	332,129	138,510	471,192	14	13
	\$100 to 249.9	124,830	111,941	115,874	136,305	102,142	168,900	8	8
	\$50 to \$99.9	*	*	*	*	94,149	175,000	9	7
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	176,767	111,554	138,510	194,608	77,330	471,192	35	32

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Director of Admin, Operations	\$250 or More	*	*	*	*	*	*	4	4
	\$100 to 249.9	*	*	*	*	*	*	5	3
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	*	*	*	*	*	*	3	3
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	106,804	88,625	98,800	116,383	67,000	162,360	15	13
Operations Manager	All	-	-	-	-	-	-	0	0
Operations Associate	All	-	-	-	-	-	-	0	0
Chief Technology Officer	\$250 or More	193,798	128,576	182,745	265,651	91,728	302,134	12	12
	\$100 to 249.9	*	*	*	*	*	*	3	3
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	167,200	107,652	154,315	203,935	79,645	302,134	19	19
Technology Manager	\$250 or More	*	*	*	*	85,000	163,860	13	9
	\$100 to 249.9	*	*	*	*	*	*	3	2
	\$50 to \$99.9	*	*	*	*	*	*	3	2
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	104,236	87,974	104,661	115,000	50,000	163,860	20	14

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Technology Professional	\$250 or More	86,163	65,577	90,672	103,972	53,525	125,000	35	16
	\$100 to 249.9	-	-	-	-	52,500	95,677	11	5
	\$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	84,059	65,577	89,000	96,278	52,500	125,000	49	23
Administrative Assistant	\$250 or More	66,233	56,664	66,098	75,247	40,000	92,000	88	29
	\$100 to 249.9	50,941	42,729	45,926	54,038	34,466	103,500	38	26
	\$50 to \$99.9	49,178	37,664	43,317	53,890	29,019	115,000	15	15
	\$25 to \$49.9	47,562	41,141	43,829	49,063	32,432	89,752	12	11
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	3	3
	All	58,878	45,926	56,917	66,277	29,019	115,000	158	86
Office Manager	\$250 or More	81,273	54,178	77,000	87,146	49,742	166,645	15	13
	\$100 to 249.9	65,538	54,221	63,100	69,921	41,574	112,427	14	13
	\$50 to \$99.9	52,038	43,174	51,038	65,738	26,910	73,297	15	12
	\$25 to \$49.9	53,652	47,840	51,300	65,520	35,360	72,420	13	13
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	4	4
	All	61,324	47,880	54,970	70,475	26,910	166,645	62	56

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
GRANTS MANAGEMENT STAFF									
Director of Grants Management	\$250 or More	138,700	117,500	164,000	178,500	53,750	196,611	9	9
	\$100 to 249.9	*	*	*	*	*	*	3	3
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	112,172	60,000	110,000	164,000	49,920	196,611	17	17
Grants Manager/Admin	\$250 or More	85,144	67,542	77,000	94,865	45,760	165,000	43	35
	\$100 to 249.9	72,468	57,100	73,571	83,547	50,033	117,280	26	21
	\$50 to \$99.9	63,744	56,101	64,236	72,345	44,500	87,360	18	16
	\$25 to \$49.9	*	*	*	*	*	*	4	4
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	76,417	60,313	75,175	86,008	43,080	165,000	94	79
Grants Management Assistant	\$250 or More	63,634	55,176	64,150	71,000	45,500	80,850	18	13
	\$100 to 249.9	*	*	*	*	38,838	80,000	7	5
	\$50 to \$99.9	*	*	*	*	34,580	95,011	7	5
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	59,644	47,198	57,901	71,000	26,200	95,011	34	25

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
OTHER PROFESSIONAL STAFF									
Research Director	\$250 or More	135,311	113,613	140,700	163,850	62,771	191,543	6	6
	\$100 to 249.9	*	*	*	*	*	*	3	3
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	123,999	93,756	114,319	155,550	61,800	210,018	12	12
Research Associate	\$250 or More	*	*	*	*	51,131	80,714	12	8
	\$100 to 249.9	*	*	*	*	*	*	9	2
	\$50 to \$99.9	*	*	*	*	*	*	5	4
	\$25 to \$49.9	*	*	*	*	*	*	2	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	50,000	88,000	28	15
Director of Human Resources	\$250 or More	147,940	118,323	133,650	159,791	81,000	286,734	16	14
	\$100 to 249.9	*	*	*	*	*	*	3	3
	\$50 to \$99.9	*	*	*	*	*	*	5	2
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	144,500	115,000	136,622	175,114	64,558	286,734	25	20

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Human Resources Professional	\$250 or More	*	*	*	*	51,500	125,685	18	11
	\$100 to 249.9	*	*	*	*	*	*	2	1
	\$50 to \$99.9	*	*	*	*	*	*	7	1
	\$25 to \$49.9	-	-	-	-	-	-	0	0
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	51,500	125,685	27	13

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
EXECUTIVE STAFF		
CEO	\$250 or More	90.2%
	\$100 to 249.9	98.3%
	\$50 to \$99.9	98.2%
	\$25 to \$49.9	89.1%
	\$15 to \$24.9	80.0%
	Less than \$14.9	88.2%
	All	92.5%
	Assoc Dir/EVP	\$250 or More
\$100 to 249.9		12.1%
\$50 to \$99.9		5.4%
\$25 to \$49.9		6.5%
\$15 to \$24.9		5.0%
Less than \$14.9		0.0%
All		8.7%
General Counsel		\$250 or More
	\$100 to 249.9	1.7%
	\$50 to \$99.9	0.0%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	5.0%
	Less than \$14.9	0.0%
	All	2.6%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Executive Assistant	\$250 or More	66.7%
	\$100 to 249.9	27.6%
	\$50 to \$99.9	23.2%
	\$25 to \$49.9	10.9%
	\$15 to \$24.9	5.0%
	Less than \$14.9	5.9%
	All	26.8%
	FINANCE STAFF	
CFO/Treasurer	\$250 or More	60.8%
	\$100 to 249.9	50.0%
	\$50 to \$99.9	30.4%
	\$25 to \$49.9	26.1%
	\$15 to \$24.9	0.0%
	Less than \$14.9	2.9%
	All	34.0%
	Controller	\$250 or More
\$100 to 249.9		12.1%
\$50 to \$99.9		28.6%
\$25 to \$49.9		10.9%
\$15 to \$24.9		10.0%
Less than \$14.9		14.7%
All		24.2%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Director of Impact Investing	\$250 or More	17.6%
	\$100 to 249.9	1.7%
	\$50 to \$99.9	1.8%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	2.9%
	All	4.5%
Assistant Treasurer	All	1.1%
Manager of Accounting	\$250 or More	13.7%
	\$100 to 249.9	5.2%
	\$50 to \$99.9	5.4%
	\$25 to \$49.9	4.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	5.7%
Accountant	\$250 or More	45.1%
	\$100 to 249.9	34.5%
	\$50 to \$99.9	17.9%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	5.0%
	Less than \$14.9	5.9%
	All	22.3%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Accounting Clerk	\$250 or More	35.3%
	\$100 to 249.9	10.3%
	\$50 to \$99.9	5.4%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	5.9%
	All	12.1%
PROGRAM STAFF		
VP (Program)	\$250 or More	74.5%
	\$100 to 249.9	31.0%
	\$50 to \$99.9	19.6%
	\$25 to \$49.9	8.7%
	\$15 to \$24.9	15.0%
	Less than \$14.9	2.9%
	All	28.3%
Program Director	\$250 or More	64.7%
	\$100 to 249.9	32.8%
	\$50 to \$99.9	35.7%
	\$25 to \$49.9	19.6%
	\$15 to \$24.9	15.0%
	Less than \$14.9	14.7%
	All	33.6%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Senior Program Officer	\$250 or More	47.1%
	\$100 to 249.9	34.5%
	\$50 to \$99.9	26.8%
	\$25 to \$49.9	4.3%
	\$15 to \$24.9	20.0%
	Less than \$14.9	0.0%
	All	24.5%
Program Officer	\$250 or More	68.6%
	\$100 to 249.9	67.2%
	\$50 to \$99.9	44.6%
	\$25 to \$49.9	45.7%
	\$15 to \$24.9	25.0%
	Less than \$14.9	17.6%
All	49.4%	
Program Associate	\$250 or More	45.1%
	\$100 to 249.9	25.9%
	\$50 to \$99.9	19.6%
	\$25 to \$49.9	10.9%
	\$15 to \$24.9	5.0%
	Less than \$14.9	5.9%
All	21.5%	

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Program Assistant	\$250 or More	45.1%
	\$100 to 249.9	12.1%
	\$50 to \$99.9	14.3%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	5.0%
	Less than \$14.9	0.0%
	All	15.8%
ADVANCEMENT/DEVELOPMENT STAFF		
VP/Chief Dev/Adv Officer	\$250 or More	27.5%
	\$100 to 249.9	25.9%
	\$50 to \$99.9	19.6%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	10.0%
	Less than \$14.9	2.9%
	All	17.4%
Dir/Officer Donor Services	\$250 or More	35.3%
	\$100 to 249.9	24.1%
	\$50 to \$99.9	19.6%
	\$25 to \$49.9	15.2%
	\$15 to \$24.9	5.0%
	Less than \$14.9	0.0%
	All	19.2%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Dir/Officer of Gift Planning	\$250 or More	21.6%
	\$100 to 249.9	8.6%
	\$50 to \$99.9	7.1%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	8.7%
Donor Svcs/Dev/Adv Asst	\$250 or More	33.3%
	\$100 to 249.9	27.6%
	\$50 to \$99.9	8.9%
	\$25 to \$49.9	13.0%
	\$15 to \$24.9	5.0%
	Less than \$14.9	5.9%
	All	17.7%
COMMUNICATIONS STAFF		
Director of Communications	\$250 or More	58.8%
	\$100 to 249.9	31.0%
	\$50 to \$99.9	23.2%
	\$25 to \$49.9	10.9%
	\$15 to \$24.9	10.0%
	Less than \$14.9	5.9%
	All	26.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Manager of Communications	\$250 or More	25.5%
	\$100 to 249.9	10.3%
	\$50 to \$99.9	12.5%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	2.9%
	All	11.3%
Communications Associate	\$250 or More	45.1%
	\$100 to 249.9	20.7%
	\$50 to \$99.9	21.4%
	\$25 to \$49.9	13.0%
	\$15 to \$24.9	5.0%
	Less than \$14.9	2.9%
	All	20.8%
OPERATIONS STAFF		
VP (Admin)	\$250 or More	25.5%
	\$100 to 249.9	13.8%
	\$50 to \$99.9	12.5%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	5.0%
	Less than \$14.9	0.0%
	All	12.1%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Director of Administration, Operations	\$250 or More	7.8%
	\$100 to 249.9	5.2%
	\$50 to \$99.9	1.8%
	\$25 to \$49.9	2.2%
	\$15 to \$24.9	15.0%
	Less than \$14.9	2.9%
	All	4.9%
	Operations Manager	All
Operations Associate	All	0.0%
Chief Technology Officer	\$250 or More	23.5%
	\$100 to 249.9	5.2%
	\$50 to \$99.9	1.8%
	\$25 to \$49.9	2.2%
	\$15 to \$24.9	5.0%
	Less than \$14.9	2.9%
	All	7.2%
Technology Manager	\$250 or More	17.6%
	\$100 to 249.9	3.4%
	\$50 to \$99.9	3.6%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	2.9%
	All	5.3%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Technology Professional	\$250 or More	31.4%
	\$100 to 249.9	8.6%
	\$50 to \$99.9	3.6%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	8.7%
	Administrative Assistant	\$250 or More
\$100 to 249.9		44.8%
\$50 to \$99.9		26.8%
\$25 to \$49.9		23.9%
\$15 to \$24.9		10.0%
Less than \$14.9		8.8%
Office Manager	All	32.5%
Office Manager	\$250 or More	25.5%
	\$100 to 249.9	22.4%
	\$50 to \$99.9	21.4%
	\$25 to \$49.9	28.3%
	\$15 to \$24.9	5.0%
	Less than \$14.9	11.8%
Office Manager	All	21.1%

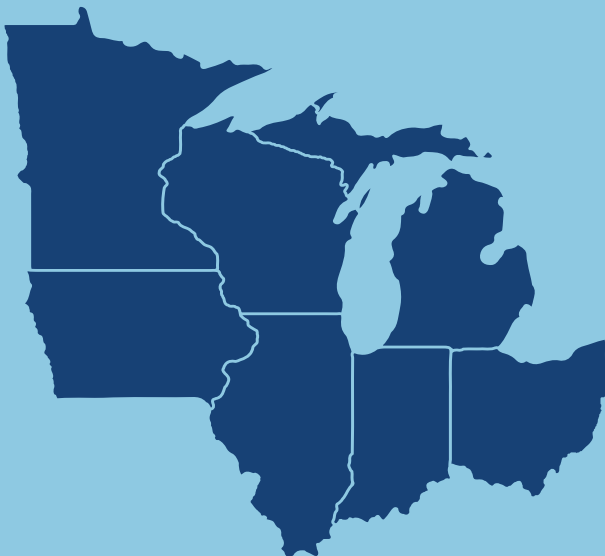
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
GRANTS MANAGEMENT STAFF		
Director of Grants Management	\$250 or More	17.6%
	\$100 to 249.9	5.2%
	\$50 to \$99.9	1.8%
	\$25 to \$49.9	6.5%
	\$15 to \$24.9	0.0%
	Less than \$14.9	2.9%
	All	6.4%
Grants Manager/Administrator	\$250 or More	68.6%
	\$100 to 249.9	36.2%
	\$50 to \$99.9	28.6%
	\$25 to \$49.9	8.7%
	\$15 to \$24.9	10.0%
	Less than \$14.9	2.9%
	All	29.8%
Grants Management Assistant	\$250 or More	25.5%
	\$100 to 249.9	8.6%
	\$50 to \$99.9	8.9%
	\$25 to \$49.9	4.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	9.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
OTHER PROFESSIONAL STAFF		
Research Director	\$250 or More	11.8%
	\$100 to 249.9	5.2%
	\$50 to \$99.9	1.8%
	\$25 to \$49.9	2.2%
	\$15 to \$24.9	5.0%
	Less than \$14.9	0.0%
	All	4.5%
Research Associate	\$250 or More	15.7%
	\$100 to 249.9	3.4%
	\$50 to \$99.9	7.1%
	\$25 to \$49.9	2.2%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	5.7%
Director of Human Resources	\$250 or More	27.5%
	\$100 to 249.9	5.2%
	\$50 to \$99.9	3.6%
	\$25 to \$49.9	2.2%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	7.5%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Human Resources Professional	\$250 or More	21.6%
	\$100 to 249.9	1.7%
	\$50 to \$99.9	1.8%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	4.9%

Compensation Summary

COMMUNITY 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 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		
EXECUTIVE STAFF									
CEO	\$250 or More	346,755	243,675	290,516	423,262	153,700	671,200	18	18
	\$100 to 249.9	194,466	174,864	187,431	207,311	130,000	285,768	23	23
	\$50 to \$99.9	148,406	120,000	144,000	170,744	95,000	236,770	31	31
	\$25 to \$49.9	108,621	97,138	105,915	110,889	69,081	164,378	28	28
	\$15 to \$24.9	97,316	88,977	95,000	106,782	68,500	125,000	8	8
	Less than \$14.9	79,621	63,656	74,992	90,718	40,000	170,000	22	22
	All	160,665	98,285	130,000	185,232	40,000	671,200	130	130
Assoc Dir/EVP	\$250 or More	*	*	*	*	*	*	6	3
	\$100 to 249.9	*	*	*	*	*	*	5	3
	\$50 to \$99.9	*	*	*	*	*	*	2	2
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	67,086	322,600	15	10
General Counsel	All	*	*	*	*	*	*	3	2
Executive Assistant	\$250 or More	68,489	62,000	68,200	74,333	50,000	82,400	17	13
	\$100 to 249.9	49,594	40,330	51,508	54,083	36,005	67,000	6	6
	\$50 to \$99.9	50,140	46,800	50,425	55,811	16,612	81,349	9	9
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	58,639	50,000	59,029	70,990	16,612	82,400	35	31

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
FINANCE STAFF									
CFO/Treasurer	\$250 or More	196,272	145,600	169,639	236,900	130,013	317,745	17	17
	\$100 to 249.9	125,654	112,283	127,000	133,400	109,000	149,139	13	13
	\$50 to \$99.9	93,004	77,907	90,475	97,638	64,800	160,638	12	12
	\$25 to \$49.9	83,017	76,142	80,995	87,500	55,323	117,520	7	7
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	135,074	91,463	125,722	150,133	55,323	317,745	50	50
Controller	\$250 or More	133,372	99,896	133,900	148,875	91,000	216,825	12	11
	\$100 to 249.9	84,103	82,000	85,000	86,510	73,167	93,840	5	5
	\$50 to \$99.9	78,738	69,000	82,202	84,178	58,500	97,224	13	13
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	72,338	58,916	82,500	84,087	40,644	95,545	5	5
	All	94,217	76,427	84,178	98,220	40,644	216,825	39	38
Director of Impact Investing	\$250 or More	*	*	*	*	*	*	3	3
	\$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	99,684	87,413	102,992	106,860	73,343	128,410	6	6
Assistant Treasurer	All	*	*	*	*	*	*	2	2

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Manager of Accounting	\$250 or More	*	*	*	*	81,740	130,000	7	6
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$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	87,952	63,150	89,329	104,605	44,655	130,000	12	11
Accountant	\$250 or More	73,354	64,541	70,637	85,272	56,784	95,297	20	12
	\$100 to 249.9	62,941	58,792	63,922	67,200	42,915	88,000	17	16
	\$50 to \$99.9	61,778	50,290	60,778	67,000	46,842	78,812	9	9
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	65,843	58,527	65,000	74,650	28,000	95,297	51	42
Accounting Clerk	\$250 or More	57,530	49,100	56,050	64,720	41,371	75,400	13	11
	\$100 to 249.9	*	*	*	*	25,765	54,893	8	5
	\$50 to \$99.9	*	*	*	*	*	*	2	2
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	50,559	42,188	50,700	55,585	25,765	75,400	27	22

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
PROGRAM STAFF									
VP (Program)	\$250 or More	158,339	133,870	150,000	175,467	101,088	292,517	22	17
	\$100 to 249.9	111,670	105,530	110,181	117,914	86,800	143,776	14	13
	\$50 to \$99.9	99,712	85,123	100,320	115,215	63,500	126,684	9	8
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	125,769	100,704	122,380	143,458	58,869	292,517	51	44
Program Director	\$250 or More	115,649	93,000	103,349	131,914	64,480	160,025	25	12
	\$100 to 249.9	*	*	*	*	62,000	88,250	9	6
	\$50 to \$99.9	68,583	59,472	66,123	70,297	50,000	114,417	17	14
	\$25 to \$49.9	*	*	*	*	45,000	72,100	7	6
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	28,000	71,749	8	5
	All	83,734	62,777	73,333	95,782	28,000	160,025	68	45
Senior Program Officer	\$250 or More	85,282	79,500	87,689	90,903	74,000	93,071	13	9
	\$100 to 249.9	*	*	*	*	71,894	92,665	8	6
	\$50 to \$99.9	74,543	66,950	80,288	80,774	57,215	91,083	9	7
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	78,930	75,500	80,288	87,689	37,013	93,071	32	24

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Program Officer	\$250 or More	74,904	65,418	69,283	80,460	55,980	108,390	38	12
	\$100 to 249.9	63,451	58,659	60,059	66,250	56,000	79,050	23	17
	\$50 to \$99.9	*	*	*	*	38,480	80,666	31	16
	\$25 to \$49.9	50,253	41,787	50,092	55,496	37,500	78,035	19	16
	\$15 to \$24.9	*	*	*	*	*	*	2	2
	Less than \$14.9	*	*	*	*	*	*	3	3
	All	62,726	53,681	62,982	68,674	37,500	108,390	116	66
Program Associate	\$250 or More	*	*	*	*	48,500	85,707	15	7
	\$100 to 249.9	*	*	*	*	40,000	57,650	15	9
	\$50 to \$99.9	*	*	*	*	38,000	57,335	8	7
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	51,251	46,914	50,000	56,276	36,750	85,707	43	28
Program Assistant	\$250 or More	*	*	*	*	37,055	63,525	19	7
	\$100 to 249.9	*	*	*	*	*	*	4	4
	\$50 to \$99.9	*	*	*	*	38,734	51,886	9	5
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	51,321	42,640	51,886	61,324	30,000	63,525	33	17

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
ADVANCEMENT/DEVELOPMENT STAFF									
VP/Chief Dev/Adv Officer	\$250 or More	173,056	144,361	162,000	195,700	105,000	275,000	13	13
	\$100 to 249.9	109,993	97,050	111,458	123,785	72,100	147,198	12	12
	\$50 to \$99.9	89,288	81,684	91,932	96,766	52,731	128,735	10	10
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	122,443	91,932	115,400	145,780	48,500	275,000	39	39
Dir/Officer Donor Services	\$250 or More	99,940	80,884	103,858	113,895	58,500	159,602	47	16
	\$100 to 249.9	69,829	63,669	65,508	72,979	59,240	100,000	22	13
	\$50 to \$99.9	*	*	*	*	48,686	87,550	12	9
	\$25 to \$49.9	61,319	44,279	72,100	81,600	22,116	86,500	5	5
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	85,529	66,900	80,884	103,858	22,116	159,602	87	44
Dir/Officer of Gift Planning	\$250 or More	106,871	89,692	93,099	109,424	79,870	194,735	14	10
	\$100 to 249.9	*	*	*	*	*	*	6	4
	\$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	93,052	74,461	88,378	93,964	55,105	194,735	25	18

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Donor Svcs/Dev/Adv Asst	\$250 or More	58,763	49,688	57,139	60,488	48,339	85,076	50	14
	\$100 to 249.9	52,942	45,709	47,948	61,250	36,075	84,000	16	14
	\$50 to \$99.9	*	*	*	*	41,903	58,500	7	5
	\$25 to \$49.9	*	*	*	*	*	*	4	4
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	2	2
	All	55,903	48,339	55,564	60,403	36,075	85,076	80	40
COMMUNICATIONS STAFF									
Director of Communications	\$250 or More	108,928	90,574	107,180	122,831	83,180	157,040	20	16
	\$100 to 249.9	79,749	75,064	78,480	84,125	60,000	109,379	10	10
	\$50 to \$99.9	60,216	50,250	58,817	63,173	37,736	90,950	10	10
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	86,201	60,000	83,364	107,180	37,736	157,040	45	41
Manager of Communications	\$250 or More	77,809	69,137	74,419	87,197	52,950	99,156	13	8
	\$100 to 249.9	*	*	*	*	*	*	4	4
	\$50 to \$99.9	60,978	60,000	64,250	66,950	42,000	71,690	5	5
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	68,183	58,125	68,044	74,189	36,400	99,156	26	21

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Communications Associate	\$250 or More	61,034	50,000	55,000	74,449	43,283	79,419	25	15
	\$100 to 249.9	48,276	47,006	52,534	54,471	21,750	56,260	10	8
	\$50 to \$99.9	51,113	47,000	51,938	60,675	37,000	61,786	9	9
	\$25 to \$49.9	*	*	*	*	*	*	3	3
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	*	*	*	*	*	*	1	1
	All	54,686	47,099	54,471	60,889	21,750	79,419	48	36
OPERATIONS STAFF									
VP (Admin)	\$250 or More	*	*	*	*	138,510	197,215	6	5
	\$100 to 249.9	118,534	111,554	115,587	126,201	102,142	136,500	7	7
	\$50 to \$99.9	*	*	*	*	*	*	2	2
	\$25 to \$49.9	*	*	*	*	*	*	1	1
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	136,751	109,915	126,201	168,668	77,330	197,215	16	15
Director of Administration, Operations	All	*	*	*	*	*	*	4	4
Operations Manager	All	-	-	-	-	-	-	0	0
Operations Associate	All	-	-	-	-	-	-	0	0

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Chief Technology Officer	\$250 or More	162,467	106,826	149,652	210,903	91,728	259,899	6	6
	\$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	150,635	98,864	109,304	203,935	79,645	259,899	7	7
Technology Manager	\$250 or More	*	*	*	*	87,894	163,860	8	5
	\$100 to 249.9	-	-	-	-	-	-	0	0
	\$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	*	*	*	*	77,355	163,860	9	6
Technology Professional	\$250 or More	*	*	*	*	53,525	111,667	22	8
	\$100 to 249.9	*	*	*	*	*	*	4	3
	\$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	*	*	*	*	52,500	111,667	27	12

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	50,425	46,602	49,006	54,915	41,746	60,908	23	11
	\$100 to 249.9	45,189	42,000	43,897	46,639	35,000	66,248	16	14
	\$50 to \$99.9	42,950	37,664	42,436	47,717	29,019	57,387	11	11
	\$25 to \$49.9	42,650	38,507	42,800	45,543	32,432	52,206	8	8
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	3	3
	All	46,280	42,000	45,588	49,006	29,019	66,248	62	48
Office Manager	\$250 or More	*	*	*	*	49,742	91,073	9	7
	\$100 to 249.9	*	*	*	*	41,574	74,000	8	7
	\$50 to \$99.9	41,417	35,823	43,500	46,963	26,910	53,940	7	7
	\$25 to \$49.9	49,237	45,380	49,000	53,034	35,360	66,560	8	8
	\$15 to \$24.9	*	*	*	*	*	*	1	1
	Less than \$14.9	*	*	*	*	*	*	4	4
	All	51,495	41,600	52,000	56,135	26,910	91,073	37	34
GRANTS MANAGEMENT STAFF									
Director of Grants Management	\$250 or More	*	*	*	*	*	*	4	4
	\$100 to 249.9	*	*	*	*	*	*	1	1
	\$50 to \$99.9	*	*	*	*	*	*	1	1
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	83,831	59,806	63,650	90,014	53,750	170,352	8	8

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Grants Manager/ Administrator	\$250 or More	71,303	59,225	69,064	81,726	45,760	103,497	21	14
	\$100 to 249.9	*	*	*	*	50,985	71,000	7	5
	\$50 to \$99.9	*	*	*	*	*	*	4	4
	\$25 to \$49.9	*	*	*	*	*	*	2	2
	\$15 to \$24.9	-	-	-	-	-	-	0	0
	Less than \$14.9	-	-	-	-	-	-	0	0
	All	64,509	53,313	59,643	76,186	43,080	103,497	34	25
Grants Management Assistant	\$250 or More	*	*	*	*	*	*	5	4
	\$100 to 249.9	*	*	*	*	*	*	3	2
	\$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	45,617	38,838	47,304	50,974	31,730	57,200	12	10
OTHER PROFESSIONAL STAFF									
Research Director	All	*	*	*	*	*	*	3	3
Research Associate	\$250 or More	*	*	*	*	*	*	4	4
	\$100 to 249.9	-	-	-	-	-	-	0	0
	\$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	66,925	61,200	70,612	72,100	50,000	80,714	5	5

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Director of Human Resources	\$250 or More	*	*	*	*	81,000	150,000	8	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	113,604	95,275	119,430	136,622	78,750	150,000	9	8
Human Resources Professional	\$250 or More	*	*	*	*	51,500	89,720	6	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	*	*	*	*	51,500	89,720	6	5

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
EXECUTIVE STAFF		
CEO	\$250 or More	100.0%
	\$100 to 249.9	100.0%
	\$50 to \$99.9	100.0%
	\$25 to \$49.9	87.5%
	\$15 to \$24.9	100.0%
	Less than \$14.9	100.0%
	All	97.0%
Assoc Dir/EVP	\$250 or More	16.7%
	\$100 to 249.9	13.0%
	\$50 to \$99.9	6.5%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	7.5%
General Counsel	All	1.5%
Executive Assistant	\$250 or More	72.2%
	\$100 to 249.9	26.1%
	\$50 to \$99.9	29.0%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	4.5%
	All	23.1%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
FINANCE STAFF		
CFO/Treasurer	\$250 or More	94.4%
	\$100 to 249.9	56.5%
	\$50 to \$99.9	38.7%
	\$25 to \$49.9	21.9%
	\$15 to \$24.9	0.0%
	Less than \$14.9	4.5%
	All	37.3%
Controller	\$250 or More	61.1%
	\$100 to 249.9	21.7%
	\$50 to \$99.9	41.9%
	\$25 to \$49.9	9.4%
	\$15 to \$24.9	12.5%
	Less than \$14.9	22.7%
	All	28.4%
Director of Impact Investing	\$250 or More	16.7%
	\$100 to 249.9	4.3%
	\$50 to \$99.9	3.2%
	\$25 to \$49.9	0.0%
	\$15 to \$24.9	0.0%
	Less than \$14.9	4.5%
	All	4.5%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Assistant Treasurer	All	1.5%
Manager of Accounting	\$250 or More	33.3%
	\$100 to 249.9	4.3%
	\$50 to \$99.9	9.7%
	\$25 to \$49.9	3.1%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	8.2%
Accountant	\$250 or More	66.7%
	\$100 to 249.9	69.6%
	\$50 to \$99.9	29.0%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	12.5%
	Less than \$14.9	9.1%
	All	31.3%
Accounting Clerk	\$250 or More	61.1%
	\$100 to 249.9	21.7%
	\$50 to \$99.9	6.5%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	9.1%
	All	16.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
PROGRAM STAFF		
VP (Program)	\$250 or More	94.4%
	\$100 to 249.9	56.5%
	\$50 to \$99.9	25.8%
	\$25 to \$49.9	9.4%
	\$15 to \$24.9	25.0%
	Less than \$14.9	4.5%
	All	32.8%
Program Director	\$250 or More	66.7%
	\$100 to 249.9	26.1%
	\$50 to \$99.9	45.2%
	\$25 to \$49.9	18.8%
	\$15 to \$24.9	25.0%
	Less than \$14.9	22.7%
	All	33.6%
Senior Program Officer	\$250 or More	50.0%
	\$100 to 249.9	26.1%
	\$50 to \$99.9	22.6%
	\$25 to \$49.9	3.1%
	\$15 to \$24.9	12.5%
	Less than \$14.9	0.0%
	All	17.9%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Program Officer	\$250 or More	66.7%
	\$100 to 249.9	73.9%
	\$50 to \$99.9	51.6%
	\$25 to \$49.9	50.0%
	\$15 to \$24.9	25.0%
	Less than \$14.9	13.6%
	All	49.3%
Program Associate	\$250 or More	38.9%
	\$100 to 249.9	39.1%
	\$50 to \$99.9	22.6%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	12.5%
	Less than \$14.9	9.1%
	All	20.9%
Program Assistant	\$250 or More	38.9%
	\$100 to 249.9	17.4%
	\$50 to \$99.9	16.1%
	\$25 to \$49.9	3.1%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	12.7%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
ADVANCEMENT/DEVELOPMENT STAFF		
VP/Chief Dev/Adv Officer	\$250 or More	72.2%
	\$100 to 249.9	52.2%
	\$50 to \$99.9	32.3%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	12.5%
	Less than \$14.9	4.5%
	All	29.1%
Dir/Officer Donor Services	\$250 or More	88.9%
	\$100 to 249.9	56.5%
	\$50 to \$99.9	29.0%
	\$25 to \$49.9	15.6%
	\$15 to \$24.9	12.5%
	Less than \$14.9	0.0%
	All	32.8%
Dir/Officer of Gift Planning	\$250 or More	55.6%
	\$100 to 249.9	17.4%
	\$50 to \$99.9	9.7%
	\$25 to \$49.9	3.1%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	13.4%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Donor Svcs/Dev/Adv Asst	\$250 or More	77.8%
	\$100 to 249.9	60.9%
	\$50 to \$99.9	16.1%
	\$25 to \$49.9	12.5%
	\$15 to \$24.9	12.5%
	Less than \$14.9	9.1%
	All	29.9%
COMMUNICATIONS STAFF		
Director of Communications	\$250 or More	88.9%
	\$100 to 249.9	43.5%
	\$50 to \$99.9	32.3%
	\$25 to \$49.9	9.4%
	\$15 to \$24.9	12.5%
	Less than \$14.9	4.5%
	All	30.6%
Manager of Communications	\$250 or More	44.4%
	\$100 to 249.9	17.4%
	\$50 to \$99.9	16.1%
	\$25 to \$49.9	9.4%
	\$15 to \$24.9	0.0%
	Less than \$14.9	4.5%
	All	15.7%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Communications Associate	\$250 or More	83.3%
	\$100 to 249.9	34.8%
	\$50 to \$99.9	29.0%
	\$25 to \$49.9	9.4%
	\$15 to \$24.9	0.0%
	Less than \$14.9	4.5%
	All	26.9%
OPERATIONS STAFF		
VP (Admin)	\$250 or More	27.8%
	\$100 to 249.9	30.4%
	\$50 to \$99.9	6.5%
	\$25 to \$49.9	3.1%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	11.2%
Director of Administration, Operations	All	3.0%
Operations Manager	All	0.0%
Operations Associate	All	0.0%
Chief Technology Officer	\$250 or More	33.3%
	\$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	0.0%
	All	5.2%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Technology Manager	\$250 or More	27.8%
	\$100 to 249.9	0.0%
	\$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	4.5%
Technology Professional	\$250 or More	44.4%
	\$100 to 249.9	13.0%
	\$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	9.0%
Administrative Assistant	\$250 or More	61.1%
	\$100 to 249.9	60.9%
	\$50 to \$99.9	35.5%
	\$25 to \$49.9	25.0%
	\$15 to \$24.9	12.5%
	Less than \$14.9	13.6%
	All	35.8%

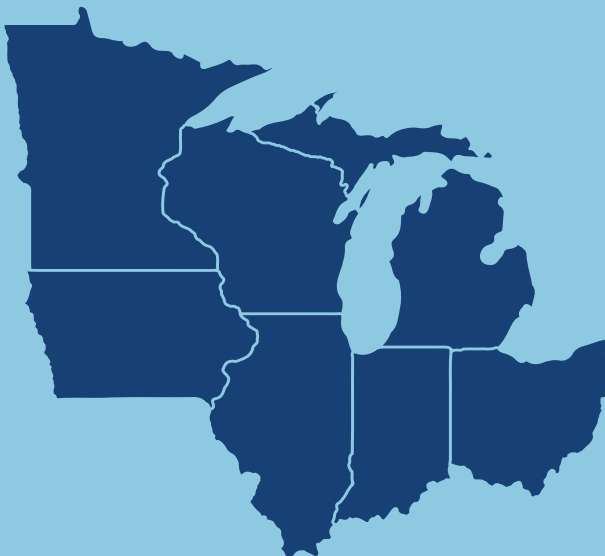
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Office Manager	\$250 or More	38.9%
	\$100 to 249.9	30.4%
	\$50 to \$99.9	22.6%
	\$25 to \$49.9	25.0%
	\$15 to \$24.9	12.5%
	Less than \$14.9	18.2%
	All	25.4%
GRANTS MANAGEMENT STAFF		
Director of Grants Management	\$250 or More	22.2%
	\$100 to 249.9	4.3%
	\$50 to \$99.9	3.2%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	6.0%
Grants Manager/Administrator	\$250 or More	77.8%
	\$100 to 249.9	21.7%
	\$50 to \$99.9	12.9%
	\$25 to \$49.9	6.3%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	18.7%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Grants Management Assistant	\$250 or More	22.2%
	\$100 to 249.9	8.7%
	\$50 to \$99.9	9.7%
	\$25 to \$49.9	3.1%
	\$15 to \$24.9	0.0%
	Less than \$14.9	0.0%
	All	7.5%
OTHER PROFESSIONAL STAFF		
Research Director	All	1.5%
Research Associate	\$250 or More	22.2%
	\$100 to 249.9	0.0%
	\$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	3.7%
Director of Human Resources	\$250 or More	38.9%
	\$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	0.0%
	All	6.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Human Resources Professional	\$250 or More	27.8%
	\$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	3.7%

Compensation Summary

FAMILY 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 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		
EXECUTIVE STAFF									
CEO	\$125 or More	294,238	221,250	282,190	353,583	28,000	666,291	14	13
	\$0-\$124.9	167,265	124,188	158,905	215,214	25,000	330,000	24	24
	All	214,045	129,849	207,438	250,252	25,000	666,291	38	37
Assoc Dir/EVP	All	*	*	*	*	*	*	2	2
General Counsel	All	-	-	-	-	-	-	0	0
Executive Assistant	\$125 or More	81,185	61,830	80,860	95,750	53,290	115,900	6	6
	\$0-\$124.9	*	*	*	*	*	*	1	1
	All	80,020	64,614	78,719	91,500	53,290	115,900	7	7
FINANCE STAFF									
CFO/Treasurer	\$125 or More	*	*	*	*	*	*	4	4
	\$0-\$124.9	*	*	*	*	*	*	4	4
	All	172,245	121,706	150,500	178,750	98,856	363,726	8	8
Controller	All	*	*	*	*	*	*	4	4
Director of Impact Investing	All	*	*	*	*	*	*	2	2
Assistant Treasurer	All	*	*	*	*	*	*	1	1
Manager of Accounting	All	-	-	-	-	-	-	0	0
Accountant	All	*	*	*	*	*	*	1	1
Accounting Clerk	All	-	-	-	-	-	-	0	0

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
PROGRAM STAFF									
VP (Program)	\$125 or More	227,739	146,900	211,300	302,763	104,000	381,150	6	6
	\$0-\$124.9	*	*	*	*	*	*	2	1
	All	*	*	*	*	104,000	381,150	8	7
Program Director	\$125 or More	170,651	167,457	170,380	188,723	88,200	198,387	26	10
	\$0-\$124.9	*	*	*	*	*	*	1	1
	All	169,630	167,457	170,380	188,723	88,200	198,387	27	11
Senior Program Officer	\$125 or More	*	*	*	*	129,780	219,800	12	5
	\$0-\$124.9	112,935	95,404	118,148	131,250	81,090	138,000	7	7
	All	*	*	*	*	81,090	219,800	19	12
Program Officer	\$125 or More	116,864	93,375	113,303	125,319	72,414	174,750	31	10
	\$0-\$124.9	92,717	91,500	96,498	99,373	43,901	115,228	21	13
	All	107,112	91,750	102,704	117,671	43,901	174,750	52	23
Program Associate	\$125 or More	76,421	75,000	76,151	81,650	50,925	89,652	20	10
	\$0-\$124.9	-	-	-	-	-	-	0	0
	All	76,421	75,000	76,151	81,650	50,925	89,652	20	10
Program Assistant	\$125 or More	*	*	*	*	*	*	6	3
	\$0-\$124.9	*	*	*	*	*	*	2	2
	All	*	*	*	*	33,000	69,525	8	5
ADVANCEMENT/DEVELOPMENT STAFF									
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

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
COMMUNICATIONS STAFF									
Director of Communications	All	*	*	*	*	*	*	3	3
Manager of Communications	All	-	-	-	-	-	-	0	0
Communications Associate	All	-	-	-	-	-	-	0	0
OPERATIONS STAFF									
VP (Admin)	\$125 or More	*	*	*	*	*	*	1	1
	\$0-\$124.9							4	4
	All	188,835	108,000	175,000	215,645	107,300	338,230	5	5
Director of Admin, Operations	All	*	*	*	*	*	*	3	3
Operations Manager	All	*	*	*	*	*	*	1	1
Operations Associate	All	*	*	*	*	*	*	1	1
Chief Technology Officer	All	*	*	*	*	*	*	3	3
Technology Manager	All	*	*	*	*	*	*	1	1
Technology Professional	All	*	*	*	*	*	*	2	2
Administrative Assistant	\$125 or More	*	*	*	*	56,949	92,000	7	6
	\$0-\$124.9	*	*	*	*	*	*	3	3
	All	67,472	57,712	63,650	79,396	42,294	92,000	10	9
Office Manager	All	-	-	-	-	-	-	0	0

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
GRANTS MANAGEMENT STAFF									
Director of Grants Management	All	*	*	*	*	*	*	2	2
Grants Manager/ Administrator	\$125 or More	119,682	98,390	117,280	140,858	77,000	165,000	7	7
	\$0-\$124.9	*	*	*	*	49,800	121,000	7	6
	All	99,409	78,424	83,000	120,070	49,800	165,000	14	13
Grants Management Assistant	All	*	*	*	*	*	*	4	3
OTHER PROFESSIONAL STAFF									
Research Director	All	*	*	*	*	*	*	1	1
Research Associate	All	-	-	-	-	-	-	0	0
Director of Human Resources	All	-	-	-	-	-	-	0	0
Human Resources Professional	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.

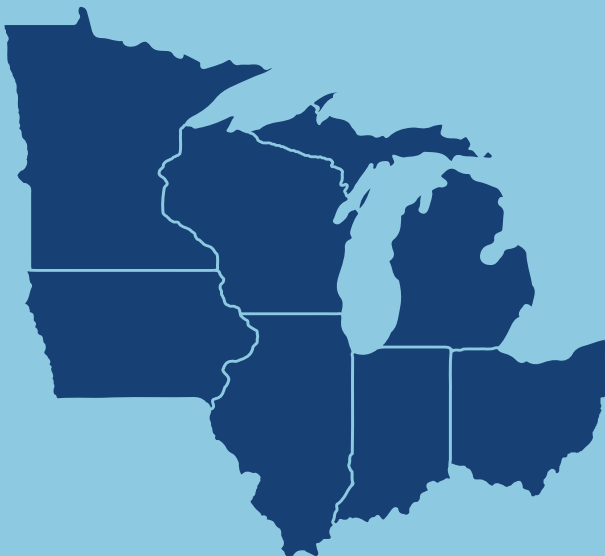
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
EXECUTIVE STAFF		
CEO	\$125 or More	81.3%
	\$0-\$124.9	77.4%
	All	78.7%
Assoc Dir/EVP	All	4.3%
General Counsel	All	0.0%
Executive Assistant	\$125 or More	37.5%
	\$0-\$124.9	3.2%
	All	14.9%
FINANCE STAFF		
CFO/Treasurer	\$125 or More	25.0%
	\$0-\$124.9	12.9%
	All	17.0%
Controller	All	8.5%
Director of Impact Investing	All	4.3%
Assistant Treasurer	All	2.1%
Manager of Accounting	All	0.0%
Accountant	All	2.1%
Accounting Clerk	All	0.0%
PROGRAM STAFF		
VP (Program)	\$125 or More	37.5%
	\$0-\$124.9	3.2%
	All	14.9%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Program Director	\$125 or More	62.5%
	\$0-\$124.9	3.2%
	All	23.4%
Senior Program Officer	\$125 or More	31.3%
	\$0-\$124.9	22.6%
	All	25.5%
Program Officer	\$125 or More	62.5%
	\$0-\$124.9	41.9%
	All	48.9%
Program Associate	\$125 or More	62.5%
	\$0-\$124.9	0.0%
	All	21.3%
Program Assistant	\$125 or More	18.8%
	\$0-\$124.9	6.5%
	All	10.6%
ADVANCEMENT/DEVELOPMENT STAFF		
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%
COMMUNICATIONS STAFF		
Director of Communications	All	6.4%
Manager of Communications	All	0.0%
Communications Associate	All	0.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
OPERATIONS STAFF		
VP (Admin)	\$125 or More	6.3%
	\$0-\$124.9	12.9%
	All	10.6%
Director of Administration, Operations	All	6.4%
Operations Manager	All	2.1%
Operations Associate	All	2.1%
Chief Technology Officer	All	6.4%
Technology Manager	All	2.1%
Technology Professional	All	4.3%
Administrative Assistant	\$125 or More	37.5%
	\$0-\$124.9	9.7%
	All	19.1%
Office Manager	All	0.0%
GRANTS MANAGEMENT STAFF		
Director of Grants Management	All	4.3%
Grants Manager/Administrator	\$125 or More	43.8%
	\$0-\$124.9	19.4%
	All	27.7%
Grants Management Assistant	All	6.4%
OTHER PROFESSIONAL STAFF		
Research Director	All	2.1%
Research Associate	All	0.0%
Director of Human Resources	All	0.0%
Human Resources Professional	All	2.1%

Compensation Summary

INDEPENDENT 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 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		
EXECUTIVE STAFF									
CEO	\$125 or More	444,946	270,944	359,960	530,500	149,042	1,100,100	30	30
	\$50-\$124.9	208,391	185,000	212,394	240,000	72,000	312,993	17	17
	\$0-\$49.9	156,909	144,750	155,250	162,075	115,000	222,473	8	8
	All	329,933	176,650	248,742	368,460	72,000	1,100,100	55	55
Assoc Dir/EVP	\$125 or More	*	*	*	*	140,739	568,000	7	6
	\$50-\$124.9	*	*	*	*	*	*	1	1
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	255,030	158,909	220,913	280,900	110,000	568,000	9	8
General Counsel	All	*	*	*	*	*	*	3	3
Executive Assistant	\$125 or More	88,608	78,015	92,724	100,600	44,000	120,000	32	19
	\$50-\$124.9	*	*	*	*	*	*	3	3
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	85,068	73,047	92,043	100,600	44,000	120,000	36	23
FINANCE STAFF									
CFO/Treasurer	\$125 or More	274,191	218,940	242,050	290,825	114,382	568,000	19	19
	\$50-\$124.9	*	*	*	*	*	*	4	4
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	253,793	166,578	236,211	285,554	96,000	568,000	23	23
Controller	\$125 or More	179,947	144,161	155,000	206,864	114,577	293,200	11	11
	\$50-\$124.9	*	*	*	*	*	*	1	1
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	173,368	140,375	151,047	199,432	101,000	293,200	12	12

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Director of Impact Investing	All	*	*	*	*	*	*	2	2
Assistant Treasurer	All	-	-	-	-	-	-	0	0
Manager of Accounting	All	*	*	*	*	*	*	1	1
Accountant	\$125 or More	*	*	*	*	71,258	127,084	23	11
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	71,258	127,084	23	11
Accounting Clerk	\$125 or More	*	*	*	*	63,900	79,040	6	5
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	63,900	79,040	6	5
PROGRAM STAFF									
VP (Program)	\$125 or More	285,834	206,633	249,500	346,462	124,319	516,917	15	13
	\$50-\$124.9	*	*	*	*	*	*	1	1
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	274,657	177,025	248,533	328,731	107,000	516,917	16	14
Program Director	\$125 or More	216,283	177,539	246,238	258,436	100,515	268,164	40	16
	\$50-\$124.9	*	*	*	*	86,611	162,000	7	5
	\$0-\$49.9	*	*	*	*	*	*	2	1
	All	196,233	130,380	230,000	258,305	69,297	268,164	49	22
Senior Program Officer	\$125 or More	168,629	152,575	177,379	182,114	103,047	205,256	46	13
	\$50-\$124.9	*	*	*	*	93,454	129,877	8	6
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	159,768	129,793	177,379	182,114	93,454	205,256	55	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	*	*	*	*	62,292	181,000	96	20
	\$50-\$124.9	*	*	*	*	50,000	97,173	10	6
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	*	*	*	*	50,000	181,000	107	27
Program Associate	\$125 or More	*	*	*	*	60,000	88,678	26	8
	\$50-\$124.9	*	*	*	*	*	*	2	2
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	*	*	*	*	43,000	88,678	29	11
Program Assistant	\$125 or More	*	*	*	*	43,056	84,400	50	11
	\$50-\$124.9	*	*	*	*	*	*	2	2
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	*	*	*	*	40,560	84,400	53	14
ADVANCEMENT/DEVELOPMENT STAFF									
VP/Chief Dev/Adv Officer	All	*	*	*	*	*	*	2	2
Dir/Officer Donor Services	All	-	-	-	-	-	-	0	0
Dir/Officer of Gift Planning	All	-	-	-	-	-	-	0	0
Donor Svcs/Dev/Adv Asst	All	*	*	*	*	*	*	1	1
COMMUNICATIONS STAFF									
Director of Communications	\$125 or More	176,454	127,125	154,611	201,650	77,000	363,789	12	12
	\$50-\$124.9	*	*	*	*	*	*	4	4
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	153,887	92,475	136,250	191,519	55,729	363,789	16	16

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Manager of Communications	All	*	*	*	*	*	*	4	4
Communications Associate	\$125 or More	*	*	*	*	46,725	98,000	7	6
	\$50-\$124.9	*	*	*	*	*	*	2	2
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	66,854	50,000	72,000	77,638	46,725	98,000	9	8
OPERATIONS STAFF									
VP (Admin)	\$125 or More	326,945	300,422	328,313	383,000	141,497	471,192	6	6
	\$50-\$124.9	*	*	*	*	*	*	1	1
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	304,367	232,427	313,825	369,600	141,497	471,192	7	7
Director of Admin, Operations	All	*	*	*	*	*	*	4	4
Operations Manager	All	-	-	-	-	-	-	0	0
Operations Associate	All	-	-	-	-	-	-	0	0
Chief Technology Officer	All	*	*	*	*	*	*	4	4
Technology Manager	All	85,149	75,171	84,242	91,203	63,301	120,500	5	4
Technology Professional	\$125 or More	*	*	*	*	67,473	112,304	8	6
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	67,473	112,304	8	6
Administrative Assistant	\$125 or More	*	*	*	*	34,466	103,500	48	14
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	34,466	103,500	48	14

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Office Manager	\$125 or More	92,190	63,520	71,548	110,550	59,000	166,645	7	7
	\$50-\$124.9	*	*	*	*	*	*	2	2
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	83,390	62,760	71,984	76,074	42,848	166,645	10	10
GRANTS MANAGEMENT STAFF									
Director of Grants Management	\$125 or More	150,057	117,500	164,000	178,500	110,000	180,287	5	5
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	150,057	117,500	164,000	178,500	110,000	180,287	5	5
Grants Manager/ Administrator	\$125 or More	81,583	68,573	78,763	91,250	50,033	120,000	22	19
	\$50-\$124.9	68,594	64,000	65,000	78,259	46,604	84,036	7	7
	\$0-\$49.9	*	*	*	*	*	*	1	1
	All	77,898	65,000	76,155	86,289	46,604	120,000	30	27
Grants Management Assistant	\$125 or More	69,729	64,150	66,460	80,384	55,000	80,850	10	7
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	69,729	64,150	66,460	80,384	55,000	80,850	10	7
OTHER PROFESSIONAL STAFF									
Research Director	All	*	*	*	*	*	*	4	4
Research Associate	All	*	*	*	*	*	*	1	1

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
Director of Human Resources	\$125 or More	*	*	*	*	130,000	286,734	6	5
	\$50-\$124.9	-	-	-	-	-	-	0	0
	\$0-\$49.9	-	-	-	-	-	-	0	0
	All	*	*	*	*	130,000	286,734	6	5
Human Resources Professional	All	*	*	*	*	*	*	10	4
	\$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

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
EXECUTIVE STAFF		
CEO	\$125 or More	100.0%
	\$50-\$124.9	100.0%
	\$0-\$49.9	80.0%
	All	96.5%
Assoc Dir/EVP	\$125 or More	20.0%
	\$50-\$124.9	5.9%
	\$0-\$49.9	10.0%
	All	14.0%
General Counsel	All	5.3%
Executive Assistant	\$125 or More	63.3%
	\$50-\$124.9	17.6%
	\$0-\$49.9	10.0%
	All	40.4%
FINANCE STAFF		
CFO/Treasurer	\$125 or More	63.3%
	\$50-\$124.9	23.5%
	\$0-\$49.9	0.0%
	All	40.4%
Controller	\$125 or More	36.7%
	\$50-\$124.9	5.9%
	\$0-\$49.9	0.0%
	All	21.1%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Director of Impact Investing	All	3.5%
Assistant Treasurer	All	0.0%
Manager of Accounting	All	1.8%
Accountant	\$125 or More	36.7%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
Accounting Clerk	All	19.3%
	\$125 or More	16.7%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
	All	8.8%
	PROGRAM STAFF	
VP (Program)	\$125 or More	43.3%
	\$50-\$124.9	5.9%
	\$0-\$49.9	0.0%
	All	24.6%
Program Director	\$125 or More	53.3%
	\$50-\$124.9	29.4%
	\$0-\$49.9	10.0%
	All	38.6%

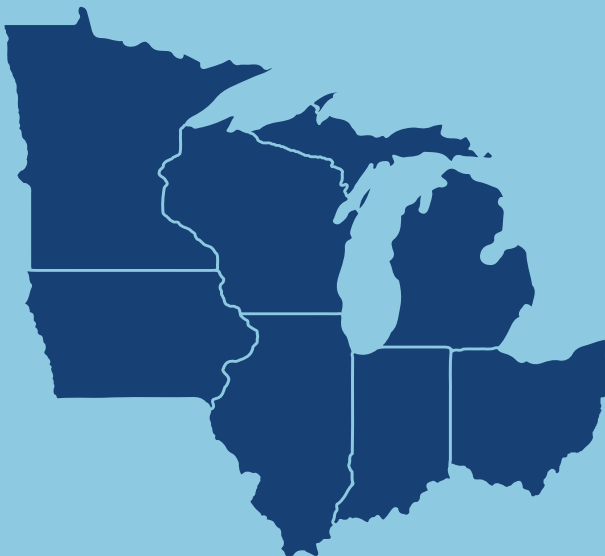
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Senior Program Officer	\$125 or More	43.3%
	\$50-\$124.9	35.3%
	\$0-\$49.9	10.0%
	All	35.1%
Program Officer	\$125 or More	66.7%
	\$50-\$124.9	35.3%
	\$0-\$49.9	10.0%
	All	47.4%
Program Associate	\$125 or More	26.7%
	\$50-\$124.9	11.8%
	\$0-\$49.9	10.0%
	All	19.3%
Program Assistant	\$125 or More	36.7%
	\$50-\$124.9	11.8%
	\$0-\$49.9	10.0%
	All	24.6%
ADVANCEMENT/DEVELOPMENT STAFF		
VP/Chief Dev/Adv Officer	All	3.5%
Dir/Officer Donor Services	All	0.0%
Dir/Officer of Gift Planning	All	0.0%
Donor Svcs/Dev/Adv Asst	All	1.8%
COMMUNICATIONS STAFF		
Director of Communications	\$125 or More	40.0%
	\$50-\$124.9	23.5%
	\$0-\$49.9	0.0%
	All	28.1%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Manager of Communications	All	7.0%
Communications Associate	\$125 or More	20.0%
	\$50-\$124.9	11.8%
	\$0-\$49.9	0.0%
	All	14.0%
OPERATIONS STAFF		
VP (Admin)	\$125 or More	20.0%
	\$50-\$124.9	5.9%
	\$0-\$49.9	0.0%
	All	12.3%
Director of Administration, Operations	All	7.0%
Operations Manager	All	0.0%
Operations Associate	All	0.0%
Chief Technology Officer	All	7.0%
Technology Manager	All	7.0%
Technology Professional	\$125 or More	20.0%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
	All	10.5%
Administrative Assistant	\$125 or More	46.7%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
	All	24.6%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Office Manager	\$125 or More	23.3%
	\$50-\$124.9	5.9%
	\$0-\$49.9	0.0%
	All	17.5%
GRANTS MANAGEMENT STAFF		
Director of Grants Management	\$125 or More	16.7%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
	All	8.8%
Grants Manager/Administrator	\$125 or More	63.3%
	\$50-\$124.9	41.2%
	\$0-\$49.9	10.0%
	All	47.4%
Grants Management Assistant	\$125 or More	23.3%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
	All	12.3%
Other Professional Staff		
Research Director	All	7.0%
Research Associate	All	1.8%
Director of Human Resources	\$125 or More	16.7%
	\$50-\$124.9	0.0%
	\$0-\$49.9	0.0%
	All	8.8%
Human Resources Professional	All	7.0%

Compensation Summary

PUBLIC 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 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		
EXECUTIVE STAFF									
CEO	\$100 or More	298,010	282,025	315,598	319,000	204,000	364,422	7	7
	Less than \$100	177,380	142,000	170,618	189,657	125,000	273,043	11	11
	All	224,292	160,785	197,000	286,661	125,000	364,422	18	18
Assoc Dir/EVP	All	*	*	*	*	*	*	2	2
General Counsel	All	*	*	*	*	*	*	1	1
Executive Assistant	\$100 or More	*	*	*	*	*	*	9	4
	Less than \$100	*	*	*	*	*	*	4	4
	All	*	*	*	*	58,000	86,357	13	8
FINANCE STAFF									
CFO/Treasurer	\$100 or More	*	*	*	*	*	*	4	4
	Less than \$100	*	*	*	*	*	*	3	3
	All	162,955	115,650	135,000	193,700	92,000	294,982	7	7
Controller	\$100 or More	*	*	*	*	*	*	4	4
	Less than \$100	*	*	*	*	*	*	4	4
	All	130,731	98,992	122,117	168,188	66,300	198,315	8	8
Director of Impact Investing	All	*	*	*	*	*	*	2	2
Assistant Treasurer	All	-	-	-	-	-	-	0	0
Manager of Accounting	All	*	*	*	*	*	*	2	2
Accountant	All	*	*	*	*	*	*	5	3
Accounting Clerk	All	*	*	*	*	*	*	10	3

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
PROGRAM STAFF									
VP (Program)	\$100 or More	*	*	*	*	139,050	210,000	7	5
	Less than \$100	*	*	*	*	*	*	3	2
	All	185,055	163,544	185,341	206,627	121,680	239,230	10	7
Program Director	\$100 or More	*	*	*	*	*	*	11	3
	Less than \$100	*	*	*	*	65,000	206,750	9	6
	All	*	*	*	*	65,000	206,750	20	9
Senior Program Officer	\$100 or More	*	*	*	*	*	*	4	4
	Less than \$100	*	*	*	*	*	*	2	2
	All	110,021	83,647	107,347	126,650	70,000	166,600	6	6
Program Officer	\$100 or More	*	*	*	*	81,200	115,700	13	6
	Less than \$100	*	*	*	*	55,000	86,030	10	6
	All	85,131	66,050	86,030	91,333	55,000	115,700	23	12
Program Associate	\$100 or More	*	*	*	*	*	*	3	1
	Less than \$100	*	*	*	*	44,500	65,064	8	6
	All	*	*	*	*	44,500	84,667	11	7
Program Assistant	All	*	*	*	*	*	*	4	4
ADVANCEMENT/DEVELOPMENT STAFF									
VP/Chief Dev/Adv Officer	\$100 or More	*	*	*	*	*	*	3	3
Dir/Officer Donor Services	\$100 or More	*	*	*	*	*	*	3	2
	Less than \$100	*	*	*	*	*	*	3	3
	All	*	*	*	*	89,116	120,750	6	5
Dir/Officer of Gift Planning	All	*	*	*	*	*	*	5	4
Donor Svcs/Dev/Adv Asst	All	*	*	*	*	*	*	6	4

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
COMMUNICATIONS STAFF									
Director of Communications	\$100 or More	*	*	*	*	*	*	4	4
	Less than \$100	*	*	*	*	*	*	4	3
	All	*	*	*	*	65,000	145,000	8	7
Manager of Communications	All	*	*	*	*	*	*	4	4
Communications Associate	\$100 or More	*	*	*	*	*	*	6	4
	Less than \$100	*	*	*	*	36,965	65,000	6	5
	All	*	*	*	*	36,965	90,023	12	9
OPERATIONS STAFF									
VP (Admin)	All	*	*	*	*	*	*	6	4
Director of Admin, Operations	All	*	*	*	*	*	*	3	1
Operations Manager	All	-	-	-	-	-	-	0	0
Operations Associate	All	-	-	-	-	-	-	0	0
Chief Technology Officer	All	*	*	*	*	*	*	3	3
Technology Manager	All	*	*	*	*	*	*	5	3
Technology Professional	All	*	*	*	*	*	*	8	2
Administrative Assistant	\$100 or More	*	*	*	*	42,640	77,646	16	7
	Less than \$100	*	*	*	*	*	*	4	4
	All	*	*	*	*	31,200	115,000	20	11
Office Manager	\$100 or More	*	*	*	*	*	*	3	3
	Less than \$100	*	*	*	*	46,340	70,475	9	6
	All	*	*	*	*	46,340	115,000	12	9

POSITION	ASSET GROUP (IN MILLIONS)	SALARY						NO. IN POSITION	NO. OF FOUNDATIONS
		AVERAGE	25TH PERCENTILE	MEDIAN	75TH PERCENTILE	MIN	MAX		
GRANTS MANAGEMENT STAFF									
Director of Grants Management	All	*	*	*	*	*	*	1	1
Grants Manager/ Administrator	\$100 or More	*	*	*	*	51,900	109,160	6	5
	Less than \$100	*	*	*	*	52,899	87,360	7	6
	All	73,209	63,473	75,000	86,008	51,900	109,160	13	11
Grants Management Assistant	All	*	*	*	*	*	*	7	4
OTHER PROFESSIONAL STAFF									
Research Director	All	*	*	*	*	*	*	3	3
Research Associate	\$100 or More	*	*	*	*	*	*	10	3
	Less than \$100					*	*	4	3
	All	*	*	*	*	50,350	88,000	14	6
Director of Human Resources	All	*	*	*	*	*	*	7	4
Human Resources Professional	All	*	*	*	*	*	*	9	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
EXECUTIVE STAFF		
CEO	\$100 or More	77.8%
	Less than \$100	91.7%
	All	85.7%
Assoc Dir/EVP	All	9.5%
General Counsel	All	4.8%
Executive Assistant	\$100 or More	44.4%
	Less than \$100	33.3%
	All	38.1%
FINANCE STAFF		
CFO/Treasurer	\$100 or More	44.4%
	Less than \$100	25.0%
	All	33.3%
Controller	\$100 or More	44.4%
	Less than \$100	33.3%
	All	38.1%
Director of Impact Investing	All	9.5%
Assistant Treasurer	All	0.0%
Manager of Accounting	All	9.5%
Accountant	All	14.3%
Accounting Clerk	All	14.3%

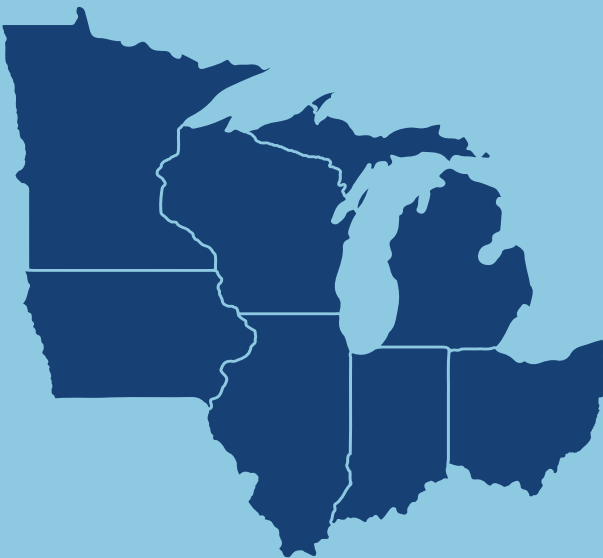
POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
PROGRAM STAFF		
VP (Program)	\$100 or More	55.6%
	Less than \$100	16.7%
	All	33.3%
Program Director	\$100 or More	33.3%
	Less than \$100	50.0%
	All	42.9%
Senior Program Officer	\$100 or More	44.4%
	Less than \$100	16.7%
	All	28.6%
Program Officer	\$100 or More	66.7%
	Less than \$100	50.0%
	All	57.1%
Program Associate	\$100 or More	11.1%
	Less than \$100	50.0%
	All	33.3%
Program Assistant	All	19.0%
ADVANCEMENT/DEVELOPMENT STAFF		
VP/Chief Dev/Adv Officer	All	14.3%
Dir/Officer Donor Services	\$100 or More	22.2%
	Less than \$100	25.0%
	All	23.8%
Dir/Officer of Gift Planning	All	19.0%
Donor Svcs/Dev/Adv Asst	All	19.0%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Communications Staff		
Director of Communications	\$100 or More	44.4%
	Less than \$100	25.0%
	All	33.3%
Manager of Communications	All	19.0%
Communications Associate	\$100 or More	44.4%
	Less than \$100	41.7%
	All	42.9%
Operations Staff		
VP (Admin)	All	19.0%
Director of Administration, Operations	All	4.8%
Operations Manager	All	0.0%
Operations Associate	All	0.0%
Chief Technology Officer	All	14.3%
Technology Manager	All	14.3%
Technology Professional	All	9.5%
Administrative Assistant	\$100 or More	77.8%
	Less than \$100	33.3%
	All	52.4%
Office Manager	\$100 or More	22.2%
	Less than \$100	50.0%
	All	42.9%

POSITION	ASSET GROUP (IN MILLIONS)	% WITH THIS POSITION
Grants Management Staff		
Director of Grants Management	All	4.8%
Grants Manager/Administrator	\$100 or More	55.6%
	Less than \$100	50.0%
	All	52.4%
Grants Management Assistant	All	19.0%
Other Professional Staff		
Research Director	All	14.3%
Research Associate	\$100 or More	33.3%
	Less than \$100	25.0%
	All	28.6%
Director of Human Resources	All	19.0%
Human Resources Professional	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?	242	91%	23	9%	265		
Does your foundation offer paid leave to full-time or part-time employees?	243	92%	22	8%	265		
Does your foundation have part-time employees?	132	50%	133	50%	265		
Does your foundation have any retired employees?	102	46%	119	54%	221		
Voluntary benefits to retired employees?	18	8%	207	92%	225		
Are retirees required to contribute to benefits costs?	8	47%	9	53%	17		
If “Yes,” what is the percentage of their required contribution?	MEAN	PERCENTILES					N
	43%	5	25	50	75	95	7
	3%	14%	25%	75%	100%		
Overall benefit costs as a percentage of total salary costs							
Required benefits	8%	6%	7%	8%	8%	10%	225
Medical benefits	10%	3%	6%	9%	13%	19%	198
Supplemental medical benefits	4%	1%	3%	6%	6%	7%	3
Dental benefits	1%	0%	0%	1%	1%	1%	107
Vision benefits	0%	0%	0%	0%	0%	0%	65
Short-term disability	1%	0%	0%	0%	1%	1%	90
Long-term disability	1%	0%	0%	0%	1%	2%	122
Group life insurance	0%	0%	0%	0%	1%	1%	134
Long-term care	1%	0%	0%	0%	1%	3%	8
Retirement/pension	7%	2%	4%	5%	9%	16%	209
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	0%	231
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	0%	231
Other voluntary benefits	2%	0%	0%	1%	2%	11%	58
Total voluntary benefits	17%	3%	10%	16%	21%	34%	228

	FULL-TIME STAFF ONLY		PART-TIME STAFF ONLY		BOTH FT & PT		NEITHER		TOTAL
Types of Voluntary Benefits Offered to Staff									
Medical, incl. drugs	160	75%	0	0%	40	19%	12	6%	212
Supplemental medical	16	13%	0	0%	5	4%	103	83%	124
Dental	95	58%	0	0%	33	20%	37	22%	165
Vision	73	48%	0	0%	25	16%	54	36%	152
Short-term disability	90	56%	0	0%	30	19%	42	26%	162
Long-term disability	109	64%	0	0%	31	18%	31	18%	171
Group life insurance	108	63%	0	0%	39	23%	24	14%	171
Long-term care	16	13%	0	0%	4	3%	99	83%	119
Retirement/pension	102	50%	2	1%	102	50%	0	0%	206
Commuter/transportation benefit (added 2018)	10	8%	0	0%	14	12%	97	80%	121
Flexible Spending Account (FSA) (added 2018)	34	28%	0	0%	19	16%	69	57%	122
Other voluntary benefits	36	29%	1	1%	29	23%	58	47%	124

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	13	81%	3	19%	16
Supplemental medical	1	6%	15	94%	16
Dental	7	44%	9	56%	16
Vision	6	38%	10	63%	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	28	17%	133	83%	161		
PPO - Preferred Provider Organization	102	51%	97	49%	199		
POS - Point of Service	6	4%	139	96%	145		
HDHP - High-Deductible Health Plan	86	47%	97	53%	183		
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	650	413	488	611	739	1,049	20
HMO - Single+1	1,226	850	968	1,160	1,411	1,745	14
HMO - Family	1,764	1,115	1,245	1,413	1,691	2,828	20
HMO - Dependent Only	830	281	400	856	920	1,561	5
PPO - Single	852	339	620	785	1,005	1,422	92
PPO - Single+1	1,568	727	1,179	1,530	1,894	2,504	60
PPO - Family	2,309	754	1,688	2,091	2,620	3,814	68
PPO - Dependent Only	1,392	264	618	1,258	2,289	2,679	18
POS - Single	1,046	669	883	934	1,327	1,440	5
POS - Single+1	1,477	732	1,355	1,766	1,820	1,857	5
POS - Family	2,534	1,737	1,910	2,516	3,268	3,278	5
POS - Dependent Only	0	0	0	0	0	0	0
HDHP - Single	740	399	528	675	844	1,430	76
HDHP - Single+1	1,402	848	1,085	1,346	1,651	2,032	50
HDHP - Family	2,021	1,229	1,572	1,945	2,414	3,063	60
HDHP - Dependent Only	1,125	312	736	1,200	1,616	1,720	15

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	33%	4%	10%	22%	45%	100%	14
HMO - Single+1	37%	15%	23%	25%	43%	88%	11
HMO - Family	45%	16%	25%	35%	59%	93%	15
HMO - Dependent Only	53%	21%	25%	50%	71%	94%	5
PPO - Single	33%	6%	13%	20%	31%	100%	63
PPO - Single+1	34%	6%	20%	25%	49%	84%	46
PPO - Family	34%	5%	20%	25%	39%	95%	54
PPO - Dependent Only	36%	9%	21%	30%	48%	82%	14
POS - Single	28%	10%	15%	20%	20%	64%	5
POS - Single+1	22%	9%	20%	20%	24%	35%	5
POS - Family	29%	7%	20%	20%	26%	65%	5
POS - Dependent Only	0%	0%	0%	0%	0%	0%	0
HDHP - Single	24%	4%	10%	19%	29%	80%	54
HDHP - Single+1	29%	3%	13%	25%	40%	70%	41
HDHP - Family	29%	3%	10%	20%	35%	78%	45
HDHP - Dependent Only	32%	7%	12%	25%	50%	70%	12
Total medical benefit expense cost as a percentage of total base salary expense	10%	0%	6%	9%	13%	21%	191

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		43	18%	192	82%	235	
Dental coverage separate from medical?		122	52%	113	48%	235	
Vision coverage separate from medical?		106	45%	128	55%	234	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		13	6%	219	94%	232	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	\$4,472	\$1,000	\$1,575	\$2,500	\$4,725	\$10,000	42
Dental coverage separate from med. % paid by employee	31%	0%	0%	18%	50%	100%	117
Vision coverage separate from med. % paid by employee	46%	0%	0%	20%	100%	100%	102
\$ amount of stipend for wellness benefits	\$1,653	\$422	\$500	\$600	\$970	\$6,425	12

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	5	2%	225	98%	230		
Money Purchase Plan	3	1%	227	99%	230		
Profit Sharing Plan	14	6%	216	94%	230		
Section 401(k) plan	82	36%	148	64%	230		
Section 403(b) plan	78	34%	152	66%	230		
Simplified Employee Pension (SEP)	25	11%	205	89%	230		
SIMPLE IRA	47	20%	183	80%	230		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	6	15%	35	85%	41		
457(b)	35	85%	6	15%	41		
457(f)	8	20%	33	80%	41		
Other retirement plan	1	2%	40	98%	41		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES					N
		5	25	50	75	95	
403(b) plan	7%	3%	5%	6%	8%	15%	58
401(k) plan	6%	3%	4%	5%	6%	15%	70
Simplified Employee Pension (SEP)	9%	3%	5%	6%	10%	20%	11
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	6%	1%	4%	8%	9%	10%	3
Money Purchase Plan	7%	5%	6%	6%	9%	11%	3
Profit Sharing Plan	8%	2%	5%	8%	11%	16%	11
Section 401(k) plan	4%	0%	0%	3%	6%	10%	61
Section 403(b) plan	5%	0%	0%	4%	8%	15%	63
Simplified Employee Pension (SEP)	9%	0%	5%	8%	15%	16%	23
SIMPLE IRA	3%	2%	3%	3%	3%	3%	44

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Did you change retirement plan offerings last year?	18	8%	218	92%	236

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	125	52%	115	48%	240		
Sick leave	113	47%	127	53%	240		
Personal/discretionary	88	37%	152	63%	240		
Paid time off (PTO)	124	52%	116	48%	240		
Paid holidays	223	93%	17	7%	240		
Maternity leave	113	47%	127	53%	240		
Paternity leave	94	39%	146	61%	240		
Adoption leave	89	37%	151	63%	240		
Bereavement leave	177	74%	63	26%	240		
Compensatory time off for exempt staff	10	4%	230	96%	240		
Jury duty	155	65%	85	35%	240		
Wellness leave	8	3%	232	97%	240		
Base days provided for all FULL-time staff							
	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	18	10	10	15	18	28	117
Sick leave	13	5	6	10	12	32	99
Personal/discretionary	5	2	3	3	5	12	76
Paid time off (PTO)	23	10	15	20	25	32	111
Paid holidays	12	7	9	10	12	16	210
Maternity leave	48	12	30	40	60	90	97
Paternity leave	37	10	20	30	60	90	82
Adoption leave	38	10	20	30	60	90	78
Bereavement leave	5	3	3	3	5	5	151
Compensatory time off for exempt staff	9	8	9	9	10	10	2
Jury duty	10	1	5	5	10	30	84
Wellness leave	11	2	3	9	10	26	5

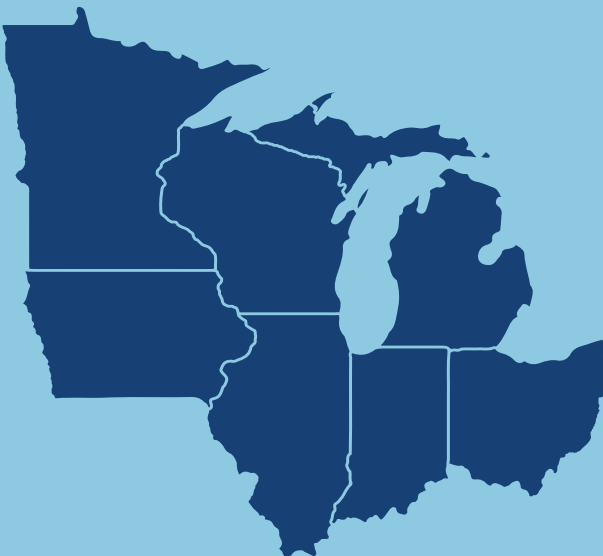
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	37	44%	47	56%	84
Sick leave	35	42%	49	58%	84
Personal/discretionary	26	31%	58	69%	84
Paid time off (PTO)	42	50%	42	50%	84
Paid holidays	65	77%	19	23%	84
Maternity leave	22	26%	62	74%	84
Paternity leave	19	23%	65	77%	84
Adoption leave	18	21%	66	79%	84
Bereavement leave	42	50%	42	50%	84
Compensatory time off for exempt staff	6	7%	78	93%	84
Jury duty	47	56%	37	44%	84
Wellness leave	4	5%	80	95%	84
Other benefits to FULL-time staff					
Matching gifts program	57	25%	173	75%	230
Parking allowance or subsidy	38	17%	192	83%	230
Professional association dues	137	60%	93	40%	230
Professional development allowance	113	49%	117	51%	230
Tuition assistance	79	34%	151	66%	230
Public transportation allowance or subsidy	15	7%	215	93%	230
529 college savings plan	6	3%	224	97%	230
Healthcare flexible spending account	88	38%	142	62%	230
Dependent care flexible spending account	76	33%	154	67%	230
None of the above benefits are offered	45	20%	185	80%	230

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	20	24%	62	76%	82
Parking allowance or subsidy	13	16%	69	84%	82
Professional association dues	35	43%	47	57%	82
Professional development allowance	30	37%	52	63%	82
Tuition assistance	21	26%	61	74%	82
Public transportation allowance or subsidy	5	6%	77	94%	82
529 college savings plan	2	2%	80	98%	82
Healthcare flexible spending account	24	29%	58	71%	82
Dependent care flexible spending account	21	26%	61	74%	82
None of the above benefits are offered	23	28%	59	72%	82

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	76	36%	133	64%	209
If "No," is foundation considering offering domestic partner benefits?	12	18%	54	82%	66
Does your "domestic partner" include same and opposite sexes?	66	96%	3	4%	69
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	121	59%	84	41%	205
Does your foundation have a written severance/separation policy for employees?	46	20%	183	80%	229
Are employees offered any of the following?					
Severance pay	66	84%	13	16%	79
Outplacement services	17	22%	62	78%	79
Continued medical benefits	34	43%	45	57%	79
Continued life insurance benefits	13	16%	66	84%	79
Office use	4	5%	75	95%	79
Other	1	1%	78	99%	79
Methods by which severance payments are made					
Lump sum	29	45%	36	55%	65
Via payroll schedule	18	28%	47	72%	65
Specific to agreement with employee	32	49%	33	51%	65
Other	0	0%	65	100%	65

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?	84	84%	16	16%	100		
Does your foundation offer paid leave to full-time or part-time employees?	82	82%	18	18%	100		
Does your foundation have part-time employees?	50	50%	50	50%	100		
Does your foundation have any retired employees?	26	34%	51	66%	77		
Voluntary benefits to retired employees?	2	3%	74	97%	76		
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	9%	7%	8%	8%	8%	11%	77
Medical benefits	10%	4%	5%	9%	13%	21%	56
Supplemental medical benefits	7%	7%	7%	7%	7%	7%	1
Dental benefits	1%	0%	0%	1%	1%	2%	20
Vision benefits	0%	0%	0%	0%	0%	1%	17
Short-term disability	1%	0%	0%	1%	1%	1%	18
Long-term disability	1%	0%	0%	0%	1%	2%	20
Group life insurance	0%	0%	0%	0%	1%	1%	29
Long-term care	2%	0%	0%	1%	3%	4%	4
Retirement/pension	5%	2%	3%	4%	6%	14%	70
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	0%	79
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	0%	79
Other voluntary benefits	1%	0%	0%	1%	1%	2%	11
Total voluntary benefits	13%	2%	7%	11%	17%	35%	77

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	52	78%	0	0%	5	7%	10	15%	67
Supplemental medical	3	9%	0	0%	1	3%	31	89%	35
Dental	24	55%	0	0%	2	5%	18	41%	44
Vision	21	50%	0	0%	3	7%	18	43%	42
Short-term disability	22	49%	0	0%	3	7%	20	44%	45
Long-term disability	22	49%	0	0%	3	7%	20	44%	45
Group life insurance	29	63%	0	0%	3	7%	14	30%	46
Long-term care	5	16%	0	0%	1	3%	25	81%	31
Retirement/pension	42	64%	1	2%	23	35%	0	0%	66
Commuter/transportation benefit (added 2018)	2	6%	0	0%	1	3%	28	90%	31
Flexible Spending Account (FSA) (added 2018)	8	26%	0	0%	1	3%	22	71%	31
Other voluntary benefits	7	21%	1	3%	7	21%	18	55%	33

	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	6	10%	56	90%	62		
PPO - Preferred Provider Organization	26	36%	46	64%	72		
POS - Point of Service	1	2%	56	98%	57		
HDHP - High-Deductible Health Plan	15	24%	48	76%	63		
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	852	687	760	852	943	1,016	2
HMO - Single+1	758	758	758	758	758	758	1
HMO - Family	1,319	1,073	1,153	1,253	1,452	1,611	3
HMO - Dependent Only	0	0	0	0	0	0	0
PPO - Single	839	382	654	791	1,014	1,309	23
PPO - Single+1	1,641	912	1,393	1,620	1,860	2,406	10
PPO - Family	2,221	1,456	1,804	2,058	2,361	3,461	13
PPO - Dependent Only	1,053	307	345	782	1,490	2,179	4
POS - Single	0	0	0	0	0	0	0
POS - Single+1	576	576	576	576	576	576	1
POS - Family	0	0	0	0	0	0	0
POS - Dependent Only	0	0	0	0	0	0	0
HDHP - Single	724	485	566	626	688	1,216	13
HDHP - Single+1	1,171	559	1,037	1,041	1,295	1,893	5
HDHP - Family	2,066	824	1,870	2,427	2,515	2,714	7
HDHP - Dependent Only	1,018	430	691	1,018	1,344	1,605	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	55%	55%	55%	55%	55%	55%	1
HMO - Single+1	20%	20%	20%	20%	20%	20%	1
HMO - Family	59%	51%	55%	59%	64%	67%	2
HMO - Dependent Only	0%	0%	0%	0%	0%	0%	0
PPO - Single	40%	12%	20%	23%	45%	100%	18
PPO - Single+1	45%	14%	25%	30%	60%	94%	9
PPO - Family	37%	15%	20%	23%	40%	93%	10
PPO - Dependent Only	63%	29%	44%	63%	81%	96%	2
POS - Single	0%	0%	0%	0%	0%	0%	0
POS - Single+1	38%	38%	38%	38%	38%	38%	1
POS - Family	0%	0%	0%	0%	0%	0%	0
POS - Dependent Only	0%	0%	0%	0%	0%	0%	0
HDHP - Single	32%	20%	20%	23%	31%	65%	6
HDHP - Single+1	40%	23%	35%	50%	50%	50%	3
HDHP - Family	28%	16%	18%	20%	35%	47%	3
HDHP - Dependent Only	20%	20%	20%	20%	20%	20%	1
Total medical benefit expense cost as a percentage of total base salary expense	10%	0%	5%	9%	13%	23%	55

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		8	10%	71	90%	79	
Dental coverage separate from medical?		22	28%	57	72%	79	
Vision coverage separate from medical?		22	28%	57	72%	79	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		2	3%	75	97%	77	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	\$4,900	\$1,090	\$1,850	\$3,600	\$6,000	\$11,600	7
Dental coverage separate from med. % paid by employee	42%	0%	0%	20%	100%	100%	21
Vision coverage separate from med. % paid by employee	55%	0%	0%	100%	100%	100%	21
\$ amount of stipend for wellness benefits	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	1

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	1	1%	74	99%	75		
Money Purchase Plan	0	0%	75	100%	75		
Profit Sharing Plan	3	4%	72	96%	75		
Section 401(k) plan	16	21%	59	79%	75		
Section 403(b) plan	14	19%	61	81%	75		
Simplified Employee Pension (SEP)	12	16%	63	84%	75		
SIMPLE IRA	30	40%	45	60%	75		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	1	20%	4	80%	5		
457(b)	3	60%	2	40%	5		
457(f)	0	0%	5	100%	5		
Other retirement plan	1	20%	4	80%	5		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES					N
		5	25	50	75	95	
403(b) plan	5%	3%	3%	4%	7%	8%	8
401(k) plan	6%	4%	4%	5%	6%	11%	14
Simplified Employee Pension (SEP)	7%	3%	4%	6%	10%	13%	8
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	0%	0%	0%	0%	0%	0%	1
Money Purchase Plan	0%	0%	0%	0%	0%	0%	-
Profit Sharing Plan	4%	3%	3%	4%	4%	4%	2
Section 401(k) plan	3%	0%	0%	3%	4%	6%	14
Section 403(b) plan	5%	0%	0%	5%	6%	12%	13
Simplified Employee Pension (SEP)	7%	0%	3%	5%	10%	15%	12
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?	5	6%	74	94%	79

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	35	44%	44	56%	79		
Sick leave	31	39%	48	61%	79		
Personal/discretionary	22	28%	57	72%	79		
Paid time off (PTO)	48	61%	31	39%	79		
Paid holidays	75	95%	4	5%	79		
Maternity leave	21	27%	58	73%	79		
Paternity leave	15	19%	64	81%	79		
Adoption leave	15	19%	64	81%	79		
Bereavement leave	51	65%	28	35%	79		
Compensatory time off for exempt staff	4	5%	75	95%	79		
Jury duty	41	52%	38	48%	79		
Wellness leave	3	4%	76	96%	79		
Base days provided for all FULL-time staff							
	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	13	10	10	10	15	20	32
Sick leave	8	4	5	8	12	14	28
Personal/discretionary	4	2	2	3	5	10	18
Paid time off (PTO)	24	10	15	19	23	36	40
Paid holidays	11	7	10	11	12	15	67
Maternity leave	64	19	30	30	60	180	15
Paternity leave	39	13	23	30	45	90	11
Adoption leave	41	13	26	30	60	87	12
Bereavement leave	7	3	3	3	5	7	42
Compensatory time off for exempt staff	8	8	8	8	8	8	1
Jury duty	8	1	3	5	10	21	20
Wellness leave	7	3	5	7	8	10	2

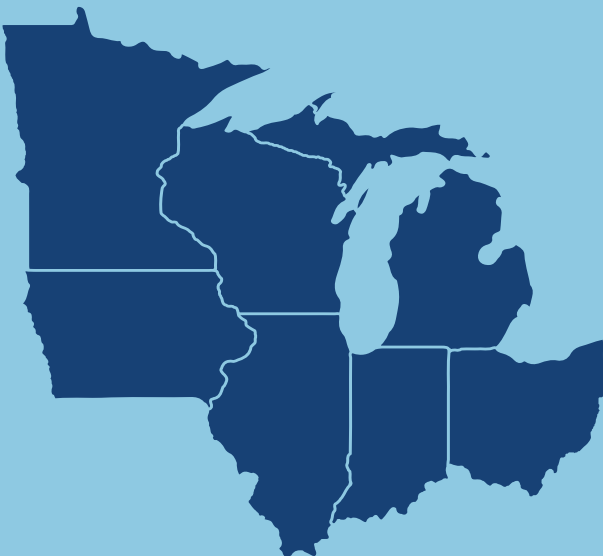
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	9	35%	17	65%	26
Sick leave	7	27%	19	73%	26
Personal/discretionary	6	23%	20	77%	26
Paid time off (PTO)	16	62%	10	38%	26
Paid holidays	21	81%	5	19%	26
Maternity leave	3	12%	23	88%	26
Paternity leave	2	8%	24	92%	26
Adoption leave	2	8%	24	92%	26
Bereavement leave	13	50%	13	50%	26
Compensatory time off for exempt staff	2	8%	24	92%	26
Jury duty	13	50%	13	50%	26
Wellness leave	1	4%	25	96%	26
Other benefits to FULL-time staff					
Matching gifts program	9	12%	69	88%	78
Parking allowance or subsidy	10	13%	68	87%	78
Professional association dues	37	47%	41	53%	78
Professional development allowance	29	37%	49	63%	78
Tuition assistance	16	21%	62	79%	78
Public transportation allowance or subsidy	3	4%	75	96%	78
529 college savings plan	-	0%	78	100%	78
Healthcare flexible spending account	18	23%	60	77%	78
Dependent care flexible spending account	15	19%	63	81%	78
None of the above benefits are offered	28	36%	50	64%	78

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	1	4%	27	96%	28
Parking allowance or subsidy	4	14%	24	86%	28
Professional association dues	11	39%	17	61%	28
Professional development allowance	9	32%	19	68%	28
Tuition assistance	5	18%	23	82%	28
Public transportation allowance or subsidy	1	4%	27	96%	28
529 college savings plan	-	0%	28	100%	28
Healthcare flexible spending account	3	11%	25	89%	28
Dependent care flexible spending account	2	7%	26	93%	28
None of the above benefits are offered	14	50%	14	50%	28

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	20	28%	51	72%	71
If "No," is foundation considering offering domestic partner benefits?	5	22%	18	78%	23
Does your "domestic partner" include same and opposite sexes?	14	88%	2	13%	16
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	27	39%	42	61%	69
Does your foundation have a written severance/separation policy for employees?	13	16%	67	84%	80
Are employees offered any of the following?					
Severance pay	11	61%	7	39%	18
Outplacement services	3	17%	15	83%	18
Continued medical benefits	7	39%	11	61%	18
Continued life insurance benefits	2	11%	16	89%	18
Office use	3	17%	15	83%	18
Other	1	6%	17	94%	18
Methods by which severance payments are made					
Lump sum	7	64%	4	36%	11
Via payroll schedule	4	36%	7	64%	11
Specific to agreement with employee	5	45%	6	55%	11
Other	0	0%	11	100%	11

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?	77	92%	7	8%	84			
Does your foundation offer paid leave to full-time or part-time employees?	80	95%	4	5%	84			
Does your foundation have part-time employees?	41	49%	43	51%	84			
Does your foundation have any retired employees?	33	45%	41	55%	74			
Voluntary benefits to retired employees?	4	5%	71	95%	75			
Are retirees required to contribute to benefits costs?	2	50%	2	50%	4			
If "Yes," what is the percentage of their required contribution?	MEAN		PERCENTILES					N
		5	25	50	75	95		
	100%	100%	100%	100%	100%	100%	1	
Overall benefit costs as a percentage of total salary costs								
Required benefits	8%	6%	7%	8%	8%	9%	74	
Medical benefits	9%	2%	5%	8%	11%	18%	67	
Supplemental medical benefits	3%	0%	2%	3%	5%	6%	2	
Dental benefits	1%	0%	0%	1%	1%	2%	36	
Vision benefits	1%	0%	0%	0%	0%	1%	21	
Short-term disability	1%	0%	0%	1%	1%	2%	35	
Long-term disability	1%	0%	0%	1%	1%	1%	41	
Group life insurance	0%	0%	0%	0%	1%	1%	42	
Long-term care	0%	0%	0%	0%	0%	0%	0	
Retirement/pension	7%	3%	4%	5%	8%	16%	68	
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	0%	75	
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	0%	75	
Other voluntary benefits	3%	0%	0%	1%	4%	13%	22	
Total voluntary benefits	16%	5%	11%	16%	19%	34%	75	

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%	0	0%	15	22%	2	3%	68
Supplemental medical	3	8%	0	0%	3	8%	33	85%	39
Dental	27	49%	0	0%	14	25%	14	25%	55
Vision	17	35%	0	0%	11	23%	20	42%	48
Short-term disability	34	63%	0	0%	11	20%	9	17%	54
Long-term disability	36	68%	0	0%	10	19%	7	13%	53
Group life insurance	33	61%	0	0%	13	24%	8	15%	54
Long-term care	5	13%	0	0%	0	0%	35	88%	40
Retirement/pension	27	40%	0	0%	40	60%	0	0%	67
Commuter/transportation benefit (added 2018)	2	5%	0	0%	2	5%	36	90%	40
Flexible Spending Account (FSA) (added 2018)	7	18%	0	0%	8	20%	25	63%	40
Other voluntary benefits	13	30%	0	0%	10	23%	20	47%	43

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	3	100%	0	0%	3
Supplemental medical	0	0%	3	100%	3
Dental	0	0%	3	100%	3
Vision	0	0%	3	100%	3
Group life insurance	0	0%	3	100%	3
Long-term care	0	0%	3	100%	3

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
HMO - Health Maintenance Organization	8	17%	39	83%	47		
PPO - Preferred Provider Organization	37	59%	26	41%	63		
POS - Point of Service	1	2%	41	98%	42		
HDHP - High-Deductible Health Plan	22	40%	33	60%	55		
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	768	465	485	734	827	1,232	5
HMO - Single+1	971	971	971	971	971	971	1
HMO - Family	2,779	1,322	1,365	1,452	2,865	6,094	4
HMO - Dependent Only	0	0	0	0	0	0	0
PPO - Single	896	523	604	785	1,000	1,496	33
PPO - Single+1	1,447	884	1,199	1,421	1,725	1,992	18
PPO - Family	2,026	1,287	1,670	1,940	2,409	3,010	22
PPO - Dependent Only	1,439	680	962	1,313	1,854	2,287	3
POS - Single	616	616	616	616	616	616	1
POS - Single+1	1,355	1,355	1,355	1,355	1,355	1,355	1
POS - Family	1,694	1,694	1,694	1,694	1,694	1,694	1
POS - Dependent Only	0	0	0	0	0	0	0
HDHP - Single	841	288	510	711	904	2,018	20
HDHP - Single+1	1,268	788	997	1,380	1,434	1,678	10
HDHP - Family	2,196	1,533	1,740	2,137	2,371	3,249	14
HDHP - Dependent Only	706	260	458	706	953	1,151	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	45%	12%	18%	25%	63%	93%	3
HMO - Single+1	0%	0%	0%	0%	0%	0%	0
HMO - Family	60%	33%	45%	60%	75%	87%	2
HMO - Dependent Only	0%	0%	0%	0%	0%	0%	0
PPO - Single	36%	10%	14%	25%	50%	100%	21
PPO - Single+1	41%	20%	24%	25%	50%	84%	14
PPO - Family	41%	15%	23%	25%	59%	93%	19
PPO - Dependent Only	37%	14%	30%	50%	50%	50%	3
POS - Single	20%	20%	20%	20%	20%	20%	1
POS - Single+1	20%	20%	20%	20%	20%	20%	1
POS - Family	20%	20%	20%	20%	20%	20%	1
POS - Dependent Only	0%	0%	0%	0%	0%	0%	0
HDHP - Single	38%	10%	18%	20%	69%	87%	14
HDHP - Single+1	45%	19%	20%	28%	71%	93%	8
HDHP - Family	40%	10%	19%	25%	67%	91%	10
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%	5%	9%	11%	17%	65

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		16	21%	61	79%	77	
Dental coverage separate from medical?		37	49%	39	51%	76	
Vision coverage separate from medical?		31	41%	45	59%	76	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		3	4%	73	96%	76	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	\$6,582	\$938	\$1,825	\$3,600	\$6,890	\$18,300	16
Dental coverage separate from med. % paid by employee	27%	0%	0%	12%	50%	100%	36
Vision coverage separate from med. % paid by employee	39%	0%	0%	10%	100%	100%	29
\$ amount of stipend for wellness benefits	\$660	\$482	\$490	\$500	\$750	\$950	3

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	0	0%	77	100%	77		
Money Purchase Plan	0	0%	77	100%	77		
Profit Sharing Plan	3	4%	74	96%	77		
Section 401(k) plan	29	38%	48	62%	77		
Section 403(b) plan	29	38%	48	62%	77		
Simplified Employee Pension (SEP)	8	10%	69	90%	77		
SIMPLE IRA	14	18%	63	82%	77		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	1	17%	5	83%	6		
457(b)	5	83%	1	17%	6		
457(f)	1	17%	5	83%	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	6%	3%	5%	5%	8%	10%	24
401(k) plan	6%	3%	4%	5%	6%	15%	25
Simplified Employee Pension (SEP)	14%	6%	8%	10%	18%	24%	3
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	0%	0%	0%	0%	0%	0%	-
Money Purchase Plan	0%	0%	0%	0%	0%	0%	-
Profit Sharing Plan	4%	1%	2%	4%	5%	6%	2
Section 401(k) plan	4%	0%	0%	5%	6%	8%	21
Section 403(b) plan	5%	0%	0%	5%	9%	10%	21
Simplified Employee Pension (SEP)	12%	5%	6%	10%	15%	22%	7
SIMPLE IRA	3%	3%	3%	3%	3%	3%	14

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Did you change retirement plan offerings last year?	7	9%	69	91%	76		

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	42	53%	38	48%	80		
Sick leave	38	48%	42	53%	80		
Personal/discretionary	28	35%	52	65%	80		
Paid time off (PTO)	41	51%	39	49%	80		
Paid holidays	73	91%	7	9%	80		
Maternity leave	38	48%	42	53%	80		
Paternity leave	31	39%	49	61%	80		
Adoption leave	28	35%	52	65%	80		
Bereavement leave	56	70%	24	30%	80		
Compensatory time off for exempt staff	4	5%	76	95%	80		
Jury duty	47	59%	33	41%	80		
Wellness leave	2	3%	78	98%	80		
Base days provided for all FULL-time staff							
	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	19	10	10	15	15	80	38
Sick leave	9	4	5	10	12	14	34
Personal/discretionary	5	2	3	3	5	13	24
Paid time off (PTO)	25	10	17	22	25	31	36
Paid holidays	11	7	9	10	11	14	69
Maternity leave	39	8	25	40	60	60	31
Paternity leave	34	10	20	30	55	60	26
Adoption leave	34	7	20	30	50	60	23
Bereavement leave	4	3	3	3	5	5	46
Compensatory time off for exempt staff	0	0	0	0	0	0	-
Jury duty	6	1	2	5	10	15	25
Wellness leave	2	2	2	2	2	2	1

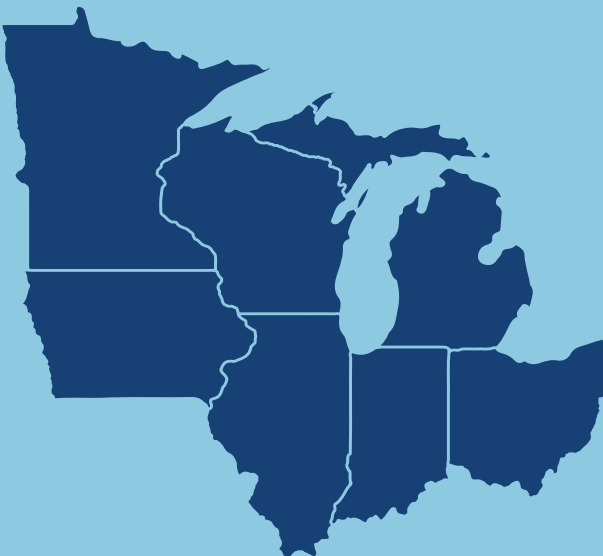
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	19	59%	13	41%	32
Sick leave	19	59%	13	41%	32
Personal/discretionary	15	47%	17	53%	32
Paid time off (PTO)	12	38%	20	63%	32
Paid holidays	27	84%	5	16%	32
Maternity leave	8	25%	24	75%	32
Paternity leave	6	19%	26	81%	32
Adoption leave	5	16%	27	84%	32
Bereavement leave	17	53%	15	47%	32
Compensatory time off for exempt staff	1	3%	31	97%	32
Jury duty	17	53%	15	47%	32
Wellness leave	-	0%	32	100%	32
Other benefits to FULL-time staff					
Matching gifts program	14	19%	58	81%	72
Parking allowance or subsidy	11	15%	61	85%	72
Professional association dues	39	54%	33	46%	72
Professional development allowance	36	50%	36	50%	72
Tuition assistance	18	25%	54	75%	72
Public transportation allowance or subsidy	2	3%	70	97%	72
529 college savings plan	1	1%	71	99%	72
Healthcare flexible spending account	23	32%	49	68%	72
Dependent care flexible spending account	17	24%	55	76%	72
None of the above benefits are offered	12	17%	60	83%	72

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	4	15%	23	85%	27
Parking allowance or subsidy	4	15%	23	85%	27
Professional association dues	9	33%	18	67%	27
Professional development allowance	9	33%	18	67%	27
Tuition assistance	5	19%	22	81%	27
Public transportation allowance or subsidy	1	4%	26	96%	27
529 college savings plan	-	0%	27	100%	27
Healthcare flexible spending account	7	26%	20	74%	27
Dependent care flexible spending account	5	19%	22	81%	27
None of the above benefits are offered	7	26%	20	74%	27

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	22	32%	46	68%	68
If "No," is foundation considering offering domestic partner benefits?	4	19%	17	81%	21
Does your "domestic partner" include same and opposite sexes?	20	95%	1	5%	21
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	38	58%	27	42%	65
Does your foundation have a written severance/separation policy for employees?	15	20%	59	80%	74
Are employees offered any of the following?					
Severance pay	17	85%	3	15%	20
Outplacement services	3	15%	17	85%	20
Continued medical benefits	7	35%	13	65%	20
Continued life insurance benefits	3	15%	17	85%	20
Office use	1	5%	19	95%	20
Other	0	0%	20	100%	20
Methods by which severance payments are made					
Lump sum	8	47%	9	53%	17
Via payroll schedule	3	18%	14	82%	17
Specific to agreement with employee	8	47%	9	53%	17
Other	0	0%	17	100%	17

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?	81	100%	0	0%	81		
Does your foundation offer paid leave to full-time or part-time employees?	81	100%	0	0%	81		
Does your foundation have part-time employees?	41	51%	40	49%	81		
Does your foundation have any retired employees?	43	61%	27	39%	70		
Voluntary benefits to retired employees?	12	61%	62	39%	70		
Are retirees required to contribute to benefits costs?	5	42%	7	58%	12		
If "Yes," what is the percentage of their required contribution?	MEAN		PERCENTILES				N
		5	25	50	75	95	
	31%	2%	8%	20%	25%	85%	5
Overall benefit costs as a percentage of total salary costs							
Required benefits	7%	5%	6%	7%	8%	9%	74
Medical benefits	11%	3%	9%	11%	14%	22%	75
Supplemental medical benefits	0%	0%	0%	0%	0%	0%	0
Dental benefits	1%	0%	0%	1%	1%	1%	51
Vision benefits	0%	0%	0%	0%	0%	0%	27
Short-term disability	0%	0%	0%	0%	1%	1%	37
Long-term disability	0%	0%	0%	0%	1%	1%	61
Group life insurance	0%	0%	0%	0%	1%	1%	63
Long-term care	0%	0%	0%	0%	0%	0%	4
Retirement/pension	8%	3%	5%	7%	11%	16%	71
Commuter/transportation benefit (added 2018)	0%	0%	0%	0%	0%	1%	77
Flexible Spending Account (FSA) (added 2018)	0%	0%	0%	0%	0%	0%	77
Other voluntary benefits	1%	0%	0%	1%	1%	6%	25
Total voluntary benefits	21%	10%	16%	20%	26%	38%	76

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	57	74%	0	0%	20	26%	0	0%	77
Supplemental medical	10	20%	0	0%	1	2%	39	78%	50
Dental	44	67%	0	0%	17	26%	5	8%	66
Vision	35	56%	0	0%	11	18%	16	26%	62
Short-term disability	34	54%	0	0%	16	25%	13	21%	63
Long-term disability	51	70%	0	0%	18	25%	4	5%	73
Group life insurance	46	65%	0	0%	23	32%	2	3%	71
Long-term care	6	13%	0	0%	3	6%	39	81%	48
Retirement/pension	33	45%	1	1%	39	53%	0	0%	73
Commuter/transportation benefit (added 2018)	6	12%	0	0%	11	22%	33	66%	50
Flexible Spending Account (FSA) (added 2018)	19	37%	0	0%	10	20%	22	43%	51
Other voluntary benefits	16	33%	0	0%	12	25%	20	42%	48

	YES	%	NO	%	TOTAL
Types of Voluntary Benefits Offered to Retirees					
Medical, incl. drugs	9	75%	3	25%	12
Supplemental medical	1	8%	11	92%	12
Dental	7	58%	5	42%	12
Vision	6	50%	6	50%	12
Group life insurance	2	17%	10	83%	12
Long-term care	0	0%	12	100%	12

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
HMO - Health Maintenance Organization		14	27%	38	73%	52	
PPO - Preferred Provider Organization		39	61%	25	39%	64	
POS - Point of Service		4	9%	42	91%	46	
HDHP - High-Deductible Health Plan		49	75%	16	25%	65	
Average monthly PER PERSON premiums (dollars)	MEAN	PERCENTILES					N
		5	25	50	75	95	
HMO - Single	574	399	489	554	692	753	13
HMO - Single+1	1,287	937	1,030	1,299	1,420	1,772	12
HMO - Family	1,555	1,122	1,220	1,417	1,812	2,286	13
HMO - Dependent Only	830	281	400	856	920	1,561	5
PPO - Single	820	149	597	783	986	1,484	36
PPO - Single+1	1,614	207	1,111	1,732	1,985	2,718	32
PPO - Family	2,533	297	1,697	2,336	2,695	4,593	33
PPO - Dependent Only	1,503	191	761	1,512	2,304	2,707	11
POS - Single	1,153	891	921	1,131	1,362	1,447	4
POS - Single+1	1,817	1,771	1,793	1,820	1,843	1,861	3
POS - Family	2,744	2,001	2,365	2,892	3,271	3,279	4
POS - Dependent Only	0	0	0	0	0	0	0
HDHP - Single	698	427	538	667	813	1,014	43
HDHP - Single+1	1,473	907	1,170	1,388	1,724	2,078	35
HDHP - Family	1,951	1,223	1,510	1,832	2,279	3,070	39
HDHP - Dependent Only	1,221	512	864	1,257	1,616	1,742	11

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	27%	4%	10%	16%	33%	77%	10
HMO - Single+1	39%	15%	25%	25%	46%	89%	10
HMO - Family	40%	15%	25%	30%	43%	91%	11
HMO - Dependent Only	53%	21%	25%	50%	71%	94%	5
PPO - Single	25%	5%	10%	19%	27%	93%	24
PPO - Single+1	26%	5%	17%	25%	32%	54%	23
PPO - Family	28%	4%	18%	25%	32%	77%	25
PPO - Dependent Only	30%	7%	19%	30%	34%	59%	9
POS - Single	30%	10%	14%	18%	34%	67%	4
POS - Single+1	17%	7%	13%	20%	22%	23%	3
POS - Family	31%	6%	16%	23%	39%	68%	4
POS - Dependent Only	0%	0%	0%	0%	0%	0%	0
HDHP - Single	17%	3%	10%	14%	20%	40%	34
HDHP - Single+1	24%	3%	10%	23%	34%	53%	30
HDHP - Family	26%	3%	10%	23%	32%	60%	32
HDHP - Dependent Only	28%	6%	11%	23%	48%	57%	10
Total medical benefit expense cost as a percentage of total base salary expense	12%	4%	8%	11%	14%	23%	71

MEDICAL PLANS & COSTS		YES	%	NO	%	TOTAL	
Does your foundation provide any of the following healthcare plans?							
Compensation for opting out of medical coverage?		19	24%	60	76%	79	
Dental coverage separate from medical?		63	79%	17	21%	80	
Vision coverage separate from medical?		53	67%	26	33%	79	
Stipend for wellness benefits (i.e. acupuncture, chiropractic, etc.)?		8	10%	71	90%	79	
Dollar Compensation or Percentage Paid By Employee	MEAN	PERCENTILES					N
		5	25	50	75	95	
\$ amount of comp. for opting out of med coverage?	\$2,538	\$1,032	\$1,650	\$2,400	\$3,000	\$4,700	19
Dental coverage separate from med. % paid by employee	30%	0%	0%	17%	46%	100%	60
Vision coverage separate from med. % paid by employee	46%	0%	0%	20%	100%	100%	52
\$ amount of stipend for wellness benefits	\$983	\$403	\$575	\$600	\$803	\$2,611	8

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
What types of IRS Qualified plans are offered?							
Defined Benefit Pension Plan	4	5%	74	95%	78		
Money Purchase Plan	3	4%	75	96%	78		
Profit Sharing Plan	8	10%	70	90%	78		
Section 401(k) plan	37	47%	41	53%	78		
Section 403(b) plan	35	45%	43	55%	78		
Simplified Employee Pension (SEP)	5	6%	73	94%	78		
SIMPLE IRA	3	4%	75	96%	78		
Thrift/savings plan (dropped 2018)	0	0%	0	0%	0		
What types of IRS NON-Qualified plans are offered?							
Supplemental Executive Retirement Plan	4	13%	26	87%	30		
457(b)	27	90%	3	10%	30		
457(f)	7	23%	23	77%	30		
Other retirement plan	0	0%	30	100%	30		
Max employer contribution (matching or otherwise) as percentage of base salary	MEAN	PERCENTILES					N
		5	25	50	75	95	
403(b) plan	8%	4%	5%	7%	12%	15%	26
401(k) plan	6%	2%	4%	5%	7%	14%	31
Simplified Employee Pension (SEP)	0%	0%	0%	0%	0%	0%	-
Automatic % contribution employer pays as % of base salary (added 2018)							
Defined Benefit Pension Plan	9%	8%	9%	9%	10%	10%	2
Money Purchase Plan	7%	5%	6%	6%	9%	11%	3
Profit Sharing Plan	11%	7%	9%	10%	14%	16%	7
Section 401(k) plan	4%	0%	1%	3%	6%	10%	26
Section 403(b) plan	4%	0%	0%	3%	8%	13%	29
Simplified Employee Pension (SEP)	11%	5%	7%	12%	15%	15%	4
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?	6	7%	75	93%	81

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL		
Types of paid leave offered to FULL-time staff							
Vacation/annual leave	48	59%	33	41%	81		
Sick leave	44	54%	37	46%	81		
Personal/discretionary	38	47%	43	53%	81		
Paid time off (PTO)	35	43%	46	57%	81		
Paid holidays	75	93%	6	7%	81		
Maternity leave	54	67%	27	33%	81		
Paternity leave	48	59%	33	41%	81		
Adoption leave	46	57%	35	43%	81		
Bereavement leave	70	86%	11	14%	81		
Compensatory time off for exempt staff	2	2%	79	98%	81		
Jury duty	67	83%	14	17%	81		
Wellness leave	3	4%	78	96%	81		
Base days provided for all FULL-time staff							
	MEAN	PERCENTILES					N
		5	25	50	75	95	
Vacation/annual leave	19	10	12	15	20	26	47
Sick leave	20	5	9	11	12	90	37
Personal/discretionary	5	2	3	4	5	14	34
Paid time off (PTO)	19	9	15	20	25	30	35
Paid holidays	13	8	9	11	13	18	74
Maternity leave	49	12	30	42	60	90	51
Paternity leave	38	10	20	30	60	90	45
Adoption leave	40	10	20	30	60	90	43
Bereavement leave	4	3	3	3	5	5	63
Compensatory time off for exempt staff	10	10	10	10	10	10	1
Jury duty	13	3	5	10	10	33	39
Wellness leave	20	10	14	20	25	29	2

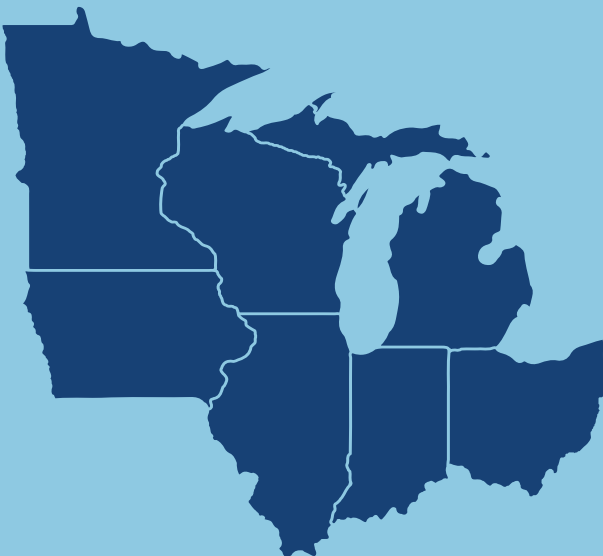
RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Types of paid leave offered to PART-time staff					
Vacation/annual leave	9	35%	17	65%	26
Sick leave	9	35%	17	65%	26
Personal/discretionary	5	19%	21	81%	26
Paid time off (PTO)	14	54%	12	46%	26
Paid holidays	17	65%	9	35%	26
Maternity leave	11	42%	15	58%	26
Paternity leave	11	42%	15	58%	26
Adoption leave	11	42%	15	58%	26
Bereavement leave	12	46%	14	54%	26
Compensatory time off for exempt staff	3	12%	23	88%	26
Jury duty	17	65%	9	35%	26
Wellness leave	3	12%	23	88%	26
Other benefits to FULL-time staff					
Matching gifts program	34	43%	46	58%	80
Parking allowance or subsidy	17	21%	63	79%	80
Professional association dues	61	76%	19	24%	80
Professional development allowance	48	60%	32	40%	80
Tuition assistance	45	56%	35	44%	80
Public transportation allowance or subsidy	10	13%	70	88%	80
529 college savings plan	5	6%	75	94%	80
Healthcare flexible spending account	47	59%	33	41%	80
Dependent care flexible spending account	44	55%	36	45%	80
None of the above benefits are offered	5	6%	75	94%	80

RETIREMENT, PAID LEAVE, AND OTHER BENEFITS	YES	%	NO	%	TOTAL
Other benefits to PART-time staff					
Matching gifts program	15	56%	12	44%	27
Parking allowance or subsidy	5	19%	22	81%	27
Professional association dues	15	56%	12	44%	27
Professional development allowance	12	44%	15	56%	27
Tuition assistance	11	41%	16	59%	27
Public transportation allowance or subsidy	3	11%	24	89%	27
529 college savings plan	2	7%	25	93%	27
Healthcare flexible spending account	14	52%	13	48%	27
Dependent care flexible spending account	14	52%	13	48%	27
None of the above benefits are offered	2	7%	25	93%	27

DOMESTIC PARTNER BENEFITS AND SEVERANCE	YES	%	NO	%	TOTAL
Does your foundation extend employee benefits to include an employee's domestic partner?	34	49%	36	51%	70
If "No," is foundation considering offering domestic partner benefits?	3	14%	19	86%	22
Does your "domestic partner" include same and opposite sexes?	32	100%	0	0%	32
Does your foundation extend employee benefits to include an employee's spouse in a same-sex married couple?	56	79%	15	21%	71
Does your foundation have a written severance/separation policy for employees?	18	24%	57	76%	75
Are employees offered any of the following?					
Severance pay	38	93%	3	7%	41
Outplacement services	11	27%	30	73%	41
Continued medical benefits	20	49%	21	51%	41
Continued life insurance benefits	8	20%	33	80%	41
Office use	0	0%	41	100%	41
Other	0	0%	41	100%	41
Methods by which severance payments are made					
Lump sum	14	38%	23	62%	37
Via payroll schedule	11	30%	26	70%	37
Specific to agreement with employee	19	51%	18	49%	37
Other	0	0%	37	100%	37

Demographics Summary

ALL MIDWEST FOUNDATIONS



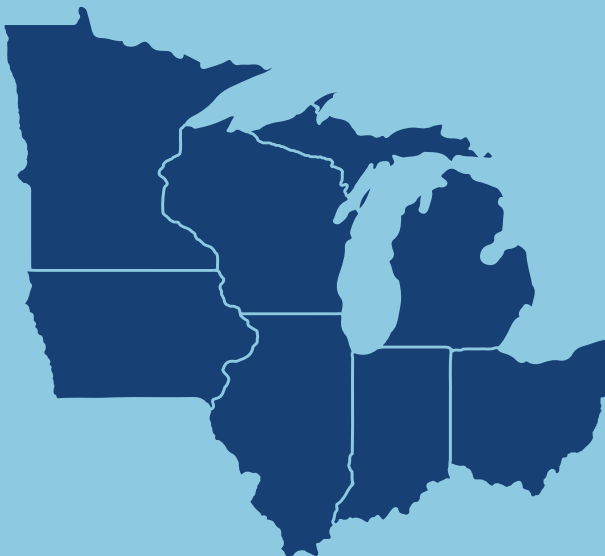
DEMOGRAPHICS SUMMARY FOR ALL MIDWEST FOUNDATIONS

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

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	75.4%	1,847	85.6%	439	73.6%	996	69.9%	343
Black	13.0%	318	7.0%	36	14.2%	192	16.3%	80
Hispanic (any race)	4.5%	110	2.9%	15	4.9%	67	4.9%	24
Asian	3.6%	89	1.8%	9	3.8%	52	4.9%	24
Hawaiian/Pacific Islander	0.4%	9	0.6%	3	0.1%	2	0.6%	3
American Indian/Alaska Native	0.7%	17	1.0%	5	0.7%	10	0.4%	2
Bi- or Multi-racial	1.8%	44	1.0%	5	1.8%	24	2.9%	14
Middle Eastern/North African	0.4%	9	0.0%	0	0.5%	7	0.0%	0
Other	0.2%	6	0.2%	1	0.3%	4	0.2%	1
TOTAL	100%	2,449	100%	513	100%	1,354	100%	491
GENDER								
Female	77.6%	1,973	65.0%	345	78.1%	1,101	88.4%	449
Male	22.4%	571	35.0%	186	21.9%	308	11.6%	59
Nonbinary	0.2%	5	0.0%	0	0.1%	1	0.8%	4
TOTAL	100%	2,544	100%	531	100%	1,409	100%	508
AGE GROUP								
Under 30	9.0%	175	0.5%	2	7.1%	75	21.3%	86
Between 30 and 39	21.6%	419	10.3%	41	24.5%	260	25.0%	101
Between 40 and 49	26.6%	516	23.6%	94	29.6%	314	21.0%	85
Between 50 and 65	39.3%	762	58.1%	232	36.1%	383	30.4%	123
66 and older	3.6%	69	7.5%	30	2.6%	28	2.2%	9
TOTAL	100%	1,941	100%	399	100%	1,060	100%	404

Demographics Summary

FOUNDATIONS WITH \$0-49.9 MILLION ASSETS



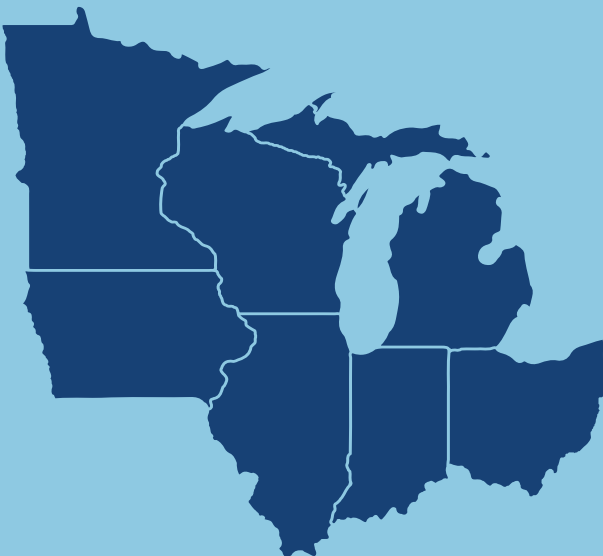
DEMOGRAPHICS SUMMARY FOR FOUNDATIONS WITH \$0-49.9 MILLION ASSETS

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

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	79.6%	284	88.6%	109	75.9%	129	76.0%	38
Black	8.4%	30	3.3%	4	11.2%	19	10.0%	5
Hispanic (any race)	6.4%	23	4.9%	6	5.3%	9	8.0%	4
Asian	2.5%	9	1.6%	2	4.1%	7	0.0%	0
Hawaiian/Pacific Islander	0.8%	3	0.8%	1	0.6%	1	2.0%	1
American Indian/Alaska Native	0.3%	1	0.0%	0	0.6%	1	0.0%	0
Bi- or Multi-racial	1.7%	6	0.8%	1	1.8%	3	4.0%	2
Middle Eastern/North African	0.3%	1	0.0%	0	0.6%	1	0.0%	0
Other	0.0%	0	0.0%	0	0.0%	0	0.0%	0
TOTAL	100%	357	100%	123	100%	170	100%	50
GENDER								
Female	81.1%	292	73.4%	91	84.8%	145	84.0%	42
Male	18.9%	68	26.6%	33	15.2%	26	16.0%	8
Nonbinary	0.6%	2	0.0%	0	0.6%	1	2.0%	1
TOTAL	100%	360	100%	124	100%	171	100%	50
AGE GROUP								
Under 30	12.6%	36	0.0%	0	14.6%	19	30.0%	12
Between 30 and 39	21.3%	61	19.6%	20	23.1%	30	22.5%	9
Between 40 and 49	19.9%	57	16.7%	17	26.2%	34	10.0%	4
Between 50 and 65	39.2%	112	51.0%	52	31.5%	41	35.0%	14
66 and older	7.0%	20	12.7%	13	4.6%	6	2.5%	1
TOTAL	100%	286	100%	102	100%	130	100%	40

Demographics Summary

FOUNDATIONS WITH \$50-149.9 MILLION ASSETS



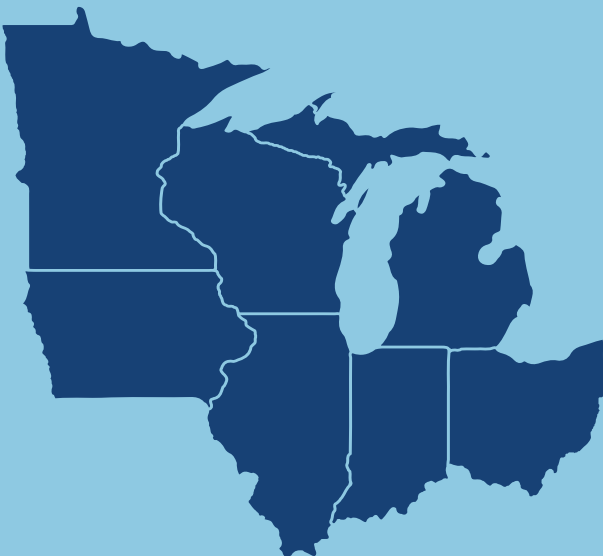
DEMOGRAPHICS SUMMARY FOR FOUNDATIONS WITH \$50-149.9 MILLION ASSETS

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

	ALL STAFF		EXECUTIVES		PROFESSIONALS		ADMINISTRATIVE	
	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL
ETHNICITY								
White	87.6%	524	92.5%	147	84.7%	277	90.1%	82
Black	5.4%	32	1.3%	2	7.6%	25	4.4%	4
Hispanic (any race)	2.5%	15	1.9%	3	3.4%	11	1.1%	1
Asian	1.2%	7	0.6%	1	1.5%	5	0.0%	0
Hawaiian/Pacific Islander	0.2%	1	0.0%	0	0.0%	0	1.1%	1
American Indian/Alaska Native	0.5%	3	1.9%	3	0.0%	0	0.0%	0
Bi- or Multi-racial	2.2%	13	1.9%	3	2.1%	7	3.3%	3
Middle Eastern/North African	0.3%	2	0.0%	0	0.3%	1	0.0%	0
Other	0.2%	1	0.0%	0	0.3%	1	0.0%	0
TOTAL	100%	598	100%	159	100%	327	100%	91
GENDER								
Female	76.7%	485	62.4%	103	80.4%	279	90.8%	89
Male	23.3%	147	37.6%	62	19.6%	68	9.2%	9
Nonbinary	0.0%	0	0.0%	0	0.0%	0	0.0%	0
TOTAL	100%	632	100%	165	100%	347	100%	98
AGE GROUP								
Under 30	9.9%	50	1.5%	2	8.2%	23	25.6%	20
Between 30 and 39	18.3%	93	8.5%	11	23.1%	65	19.2%	15
Between 40 and 49	26.4%	134	27.7%	36	27.0%	76	20.5%	16
Between 50 and 65	42.4%	215	57.7%	75	39.1%	110	33.3%	26
66 and older	3.0%	15	4.6%	6	2.5%	7	1.3%	1
TOTAL	100%	507	100%	130	100%	281	100%	78

Demographics Summary

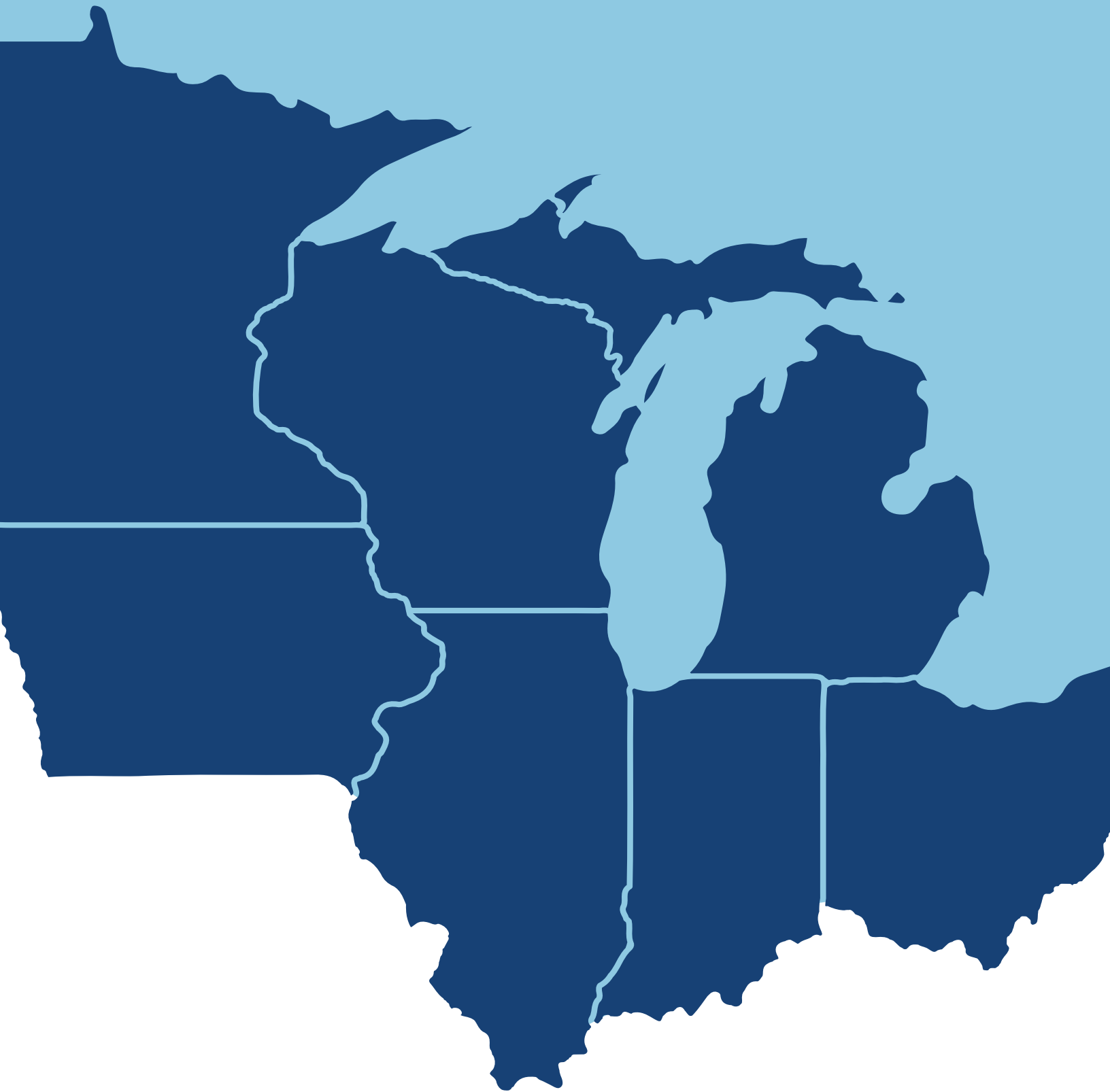
FOUNDATIONS WITH \$150 MILLION OR MORE ASSETS



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	69.5%	1,039	79.2%	183	68.8%	590	63.7%	223
Black	17.1%	256	13.0%	30	17.3%	148	20.3%	71
Hispanic (any race)	4.8%	72	2.6%	6	5.5%	47	5.4%	19
Asian	4.9%	73	2.6%	6	4.7%	40	6.9%	24
Hawaiian/Pacific Islander	0.3%	5	0.9%	2	0.1%	1	0.3%	1
American Indian/Alaska Native	0.9%	13	0.9%	2	1.1%	9	0.6%	2
Bi- or Multi-racial	1.7%	25	0.4%	1	1.6%	14	2.6%	9
Middle Eastern/North African	0.4%	6	0.0%	0	0.6%	5	0.0%	0
Other	0.3%	5	0.4%	1	0.4%	3	0.3%	1
TOTAL	100%	1,494	100%	231	100%	857	100%	350
GENDER								
Female	77.1%	1,196	62.4%	151	76.0%	677	88.3%	318
Male	22.9%	356	37.6%	91	24.0%	214	11.7%	42
Nonbinary	0.2%	3	0.0%	0	0.0%	0	0.8%	3
TOTAL	100%	1,552	100%	242	100%	891	100%	360
AGE GROUP								
Under 30	7.8%	89	0.0%	0	5.1%	33	18.9%	54
Between 30 and 39	23.1%	265	6.0%	10	25.4%	165	26.9%	77
Between 40 and 49	28.3%	325	24.6%	41	31.4%	204	22.7%	65
Between 50 and 65	37.9%	435	62.9%	105	35.7%	232	29.0%	83
66 and older	3.0%	34	6.6%	11	2.3%	15	2.4%	7
TOTAL	100%	1,148	100%	167	100%	649	100%	286



2023 MIDWEST GRANTMAKER SALARY,
BENEFITS, & DEMOGRAPHICS REPORT